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SPEEGLE

POT CREEK INTERPRETIVE CENTER

A PROCESS FOR DEVELOPING AN INTERPRETIVE CENTER THROUGH A
PARTNERSHIP WITH SOUTHERN METHODIST UNIVERSITY



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PROJECT ABSTRACT

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TITLE

Pot Creek Interpretive Center

A Process for Developing an Interpretive Center Through a Partnership with Southern Methodist University

ABSTRACT

There are unlimited opportunities to develop partnerships between the Forest Service and educational institutions for the benefit of the public. However, the process to bring resource management and education together is sometimes overwhelming and complex. This step-by-step process, using the Carson National Forest and Southern Methodist University as an example, puts two partners together with a mutual goal of protecting and interpreting the natural and cultural resources of the Pot Creek Pueblo site.

The Integrated Resource Management planning process plays a key role in the success of any partnership proposal. Public involvement and environmental analysis is critical for understanding project implications. The focus of this paper is to identify a process for bringing about partnerships arrangements between the Forest Service and educational entities following existing laws and regulations, and encourage creative ways to bring education/recreation opportunities to the public. A marketing plan was developed which emphasized customer satisfaction. The marketing plan became the driving force behind the partnership goals and development concept plan.

KEYWORDS: Partnerships, education, cultural resources, interpretation, marketing.

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EXECUTIVE SUMMARY

| | |
|----------------|--|
| TITLE | Pot Creek Interpretive Center - A Process For Developing an Interpretive Center Through a Partnership with Southern Methodist University |
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| SUMMARY | <p>The intent of the project is to encourage the development of partnerships between the Forest Service and educational institutions for the benefit of the public. The Carson National Forest has entered into a cost-share partnership with Southern Methodist University to develop and interpret the Pot Creek Pueblo site. The area is under joint ownership and located only six miles from Taos, New Mexico, a major tourist destination. The partnership concept began as a way to share resources, ideas and funding. This paper identifies the process and provides a blueprint for other Forests that may have partnership opportunities with educational institution.</p> <p>The starting point was a review of any similar partnerships between the Forest Service and universities. There were a few examples, but each used a different type of agreement. There seemed to be no clear method for establishing such partnerships. By researching the existing partnership agreements available and using the Integrated Resource Management planning process, a procedure began to emerge for developing a successful partnership with an educational institution.</p> <p>The results were that there is no one formula for developing educational partnerships, leaving room for flexibility and</p> |

EXECUTIVE SUMMARY

creativity. However, there are guidelines which, if followed, help ensure the success of the partnership project.

In developing a partnership project with an educational institution, the management team should consider these recommendations:

1. Make sure that the Forest and the educational institution have mutual goals and objectives for the project.
2. Fully involve the local community, neighboring private land owners and other government agencies in the project from the start.
3. If the project is not included in the Forest Plan, amend the Forest Plan so planning and budgeting for the partnership project can be included on the implementation schedule.
4. If an environmental assessment is necessary, invite all interested parties to critically analyze the project.
5. Develop a marketing plan.
6. Form a volunteer "friends" group or interpretive association who, as a third party, has ownership in the project.
7. Study and analyze all the authorities and agreements available to the Forest Service, and select the one that most suits the needs of the partnership.
8. Develop a Concept Plan for the partnership project to determine the rights and responsibilities of each partner, administration, and planning schedule.

INTRODUCTION



Developing partnerships between the Forest Service and educational institutions for the benefit of the public is an opportunity that is unique and exciting. Blending an educational emphasis with natural and cultural resources offers the visitor, *our customer*, a recreation experience designed to make them feel that by learning from the past, *they can make a difference in the future*. The Carson National Forest has entered into partnership with Southern Methodist University (SMU) to develop and interpret an area consisting of approximately 300 acres known as Pot Creek.

The Pot Creek study area is located within six miles of Taos, New Mexico (see map 1). The area is under joint ownership by the Forest Service (220 acres) and SMU (80 acres). The project area has hundreds of cultural sites on it, including a 700 year old, six hundred room pueblo believed to be the ancestral home of the Taos and Picuris Pueblos. The site offers unlimited potential and educational opportunities including an interpretive trail system, a museum, reconstructed pueblo sties, living history, and on-going excavations for visitors to view. SMU, whose campus is located in Dallas, Texas, presently operates a research facility next to the site, known as Ft. Burgwin. This site already offers educational, research and curation facilities, a reconstructed U.S. Army Fort, housing for 120 students, and an artifact collection of 30 years of excavation at the Pot Creek Site.

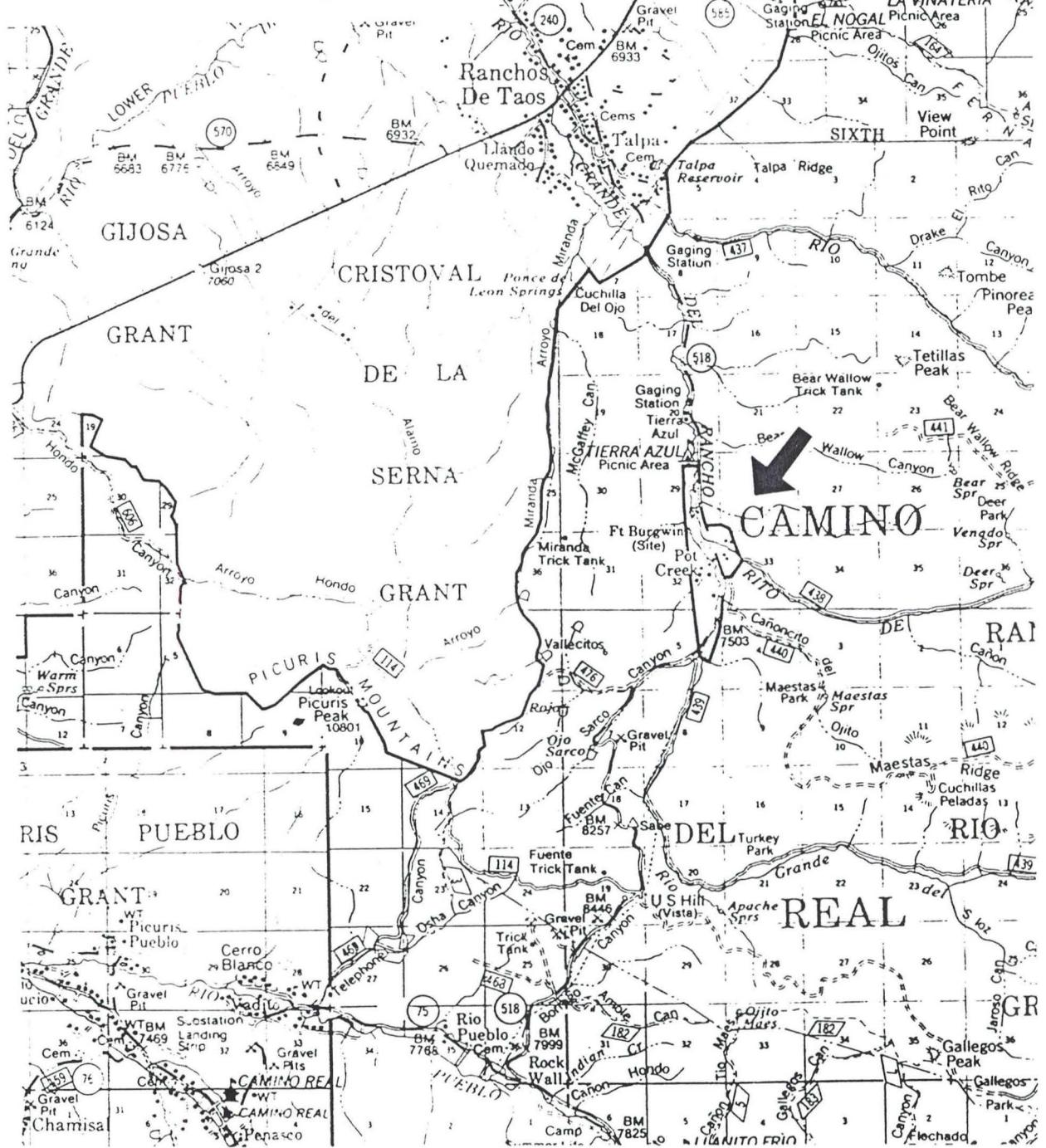
STATEMENT OF PURPOSE

The purpose of this paper is to provide a blueprint for developing partnerships between the Forest Service and educational institutions. The emphasis will be on a "how to" approach using the Pot Creek Interpretive Center Project and the partnership developed between the Carson National Forest and Southern Methodist University as the example.

MAP 1

Location of Proposal

Carson National Forest



INTRODUCTION

METHODOLOGY

The methodology includes the innovative Region 3 Forest Service "Integrated Resource Management" approach to planning. It also reflects the new emphasis on marketing in the Forest Service. The direction from the Chief to develop marketing plans and partnerships to achieve customer satisfaction is derived from both the National Recreation Strategy and the "Windows on the Past" Forest Service programs.

That direction guides us and inspires creative partnership arrangements with other government agencies, universities, and local community organizations. The combination of education and recreation opportunities result in ***the ultimate goal of customer satisfaction***. Through education/recreation programs the visitor leaves the Forest more knowledgeable of their environment and becomes a more responsible citizen.



THE VISION

New Mexico has a *"world class"* resource in its cultural resources and dramatic natural environment. Taos, New Mexico, is even more unusual in its mystical blend of Indian pueblo culture, an artistic community, and magnificent mountain and river landscapes. The Carson National Forest is an integral part of this special place.

Visitors come to Taos *expecting* to see something different; to *feel* the enchantment of the desert mesas, the Rio Grande Gorge and the Sangre de Cristo Mountains. The tri-cultural heritage (Native Americans, Spanish and Anglo) is alive in Taos and gives one the feel of being in a foreign country within the United States. It all seems to make the area a place worth learning about and maybe even trying to protect it from change; to keep it as it is, or as it was.

This openness to learning is what we are striving for and encourage in our visitors on the Carson National Forest. The opportunity to join in this effort with an educational partner like SMU has opened up a flood gate of ideas and possibilities. The wealth of prehistoric and historic sites concentrated so close to Taos is a potential economic benefit to the local community. An abundance of history and nature is to be found here, creating a singular vitality that entices visitors from around the world.



THE SETTING

Awesome at times in its desolation, at times seductively beautiful, this land can be both harsh and bountiful. But before the Anglos claimed it, or the Spanish came to conquer it, Native Americans had learned, through ceremony and respect, to live on it. Their descendants and imprints on the past provide a rich reservoir of knowledge of the cultural and biological diversity of northern New Mexico.

THE LAND

The Pot Creek Pueblo and surrounding Anasazi sites are set in the serene Talpa Valley, located at the foot of the Sangre de Cristo Mountains (see map 2). The 7,000 foot elevation allows a mix of vegetation including pinon and juniper, ponderosa pine, and sagebrush. Cottonwoods, box elder and willows shade the banks of Pot Creek which flows through the valley and joins the mighty Rio Grande, fifteen miles to the South.

The year-round sunshine and water source provides habitat for mule deer, elk, bear, turkey and a host of small mammals and birds. This idyllic setting also drew the wandering Anasazi people ("the ancient ones") to settle this area and call it home for over 12,000 years.

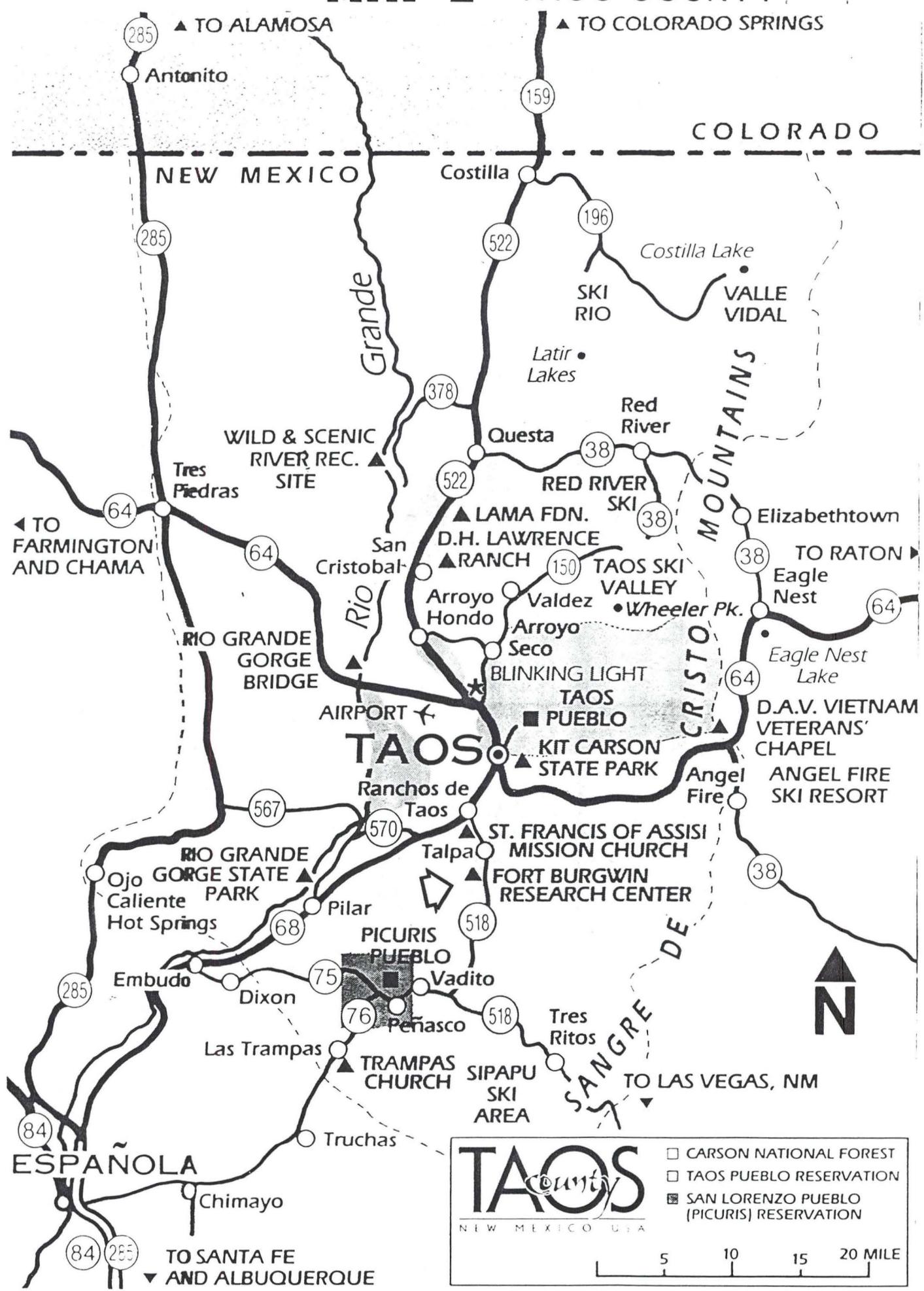
THE PEOPLE

From the moment in prehistoric time when the first Anasazi carved out a pithouse and made the first pot, to the present, Native Americans have had a significant impact on the forces and identity of Taos, New Mexico. The first recorded site for a pueblo in the Taos area was at Pot Creek, in the Talpa Valley.¹ (See maps 3 and 4)

The Pot Creek pueblo site was originally determined and selected by the availability of aboriginal necessities such as water, arable land for raising crops of beans, corn and squash, adobe soil and timber for building houses, and game to provide meat. The reasons for abandonment of the site remain a mystery, but over-use of the resources and

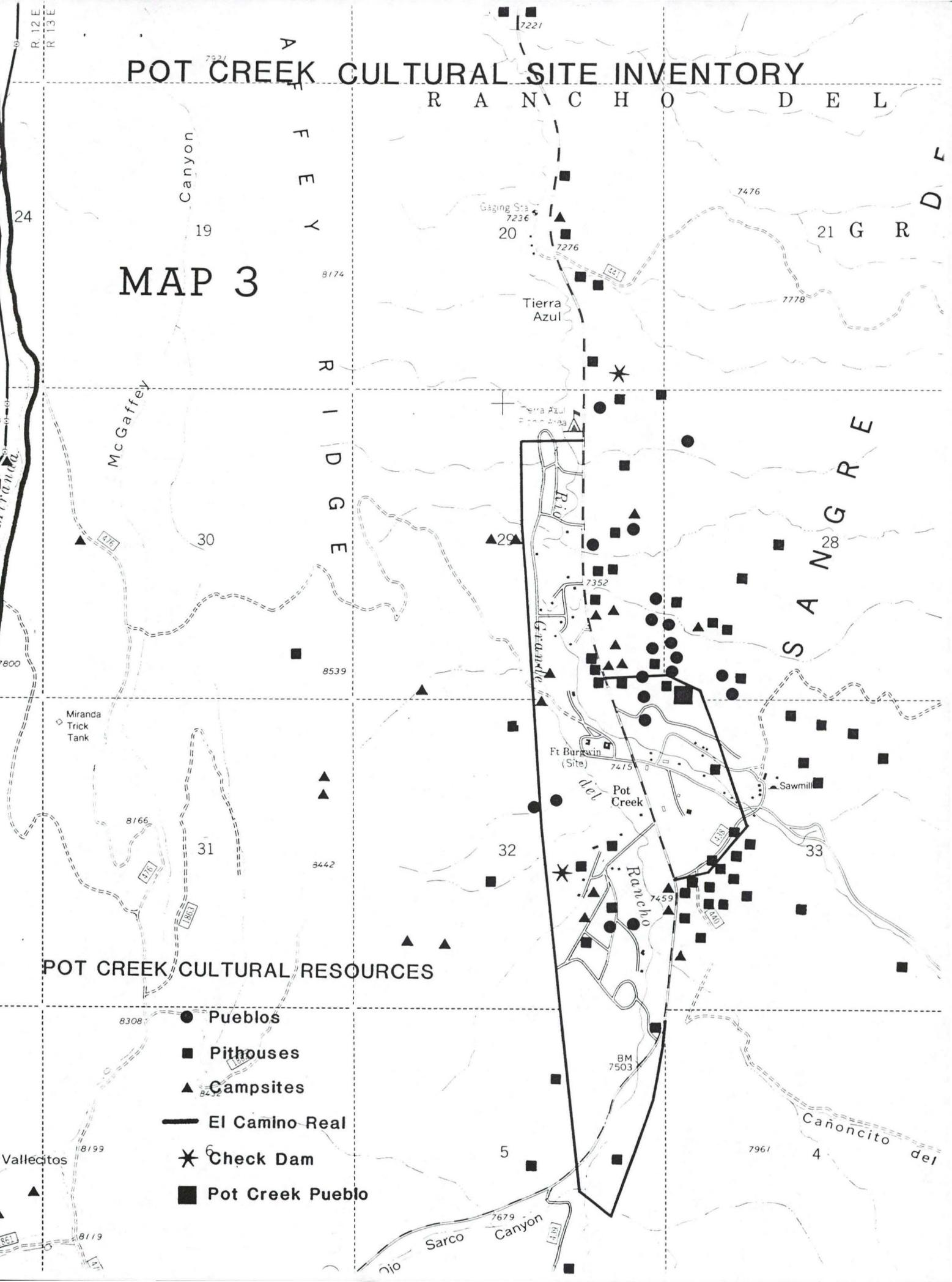


MAP 2 TAOS COUNTY



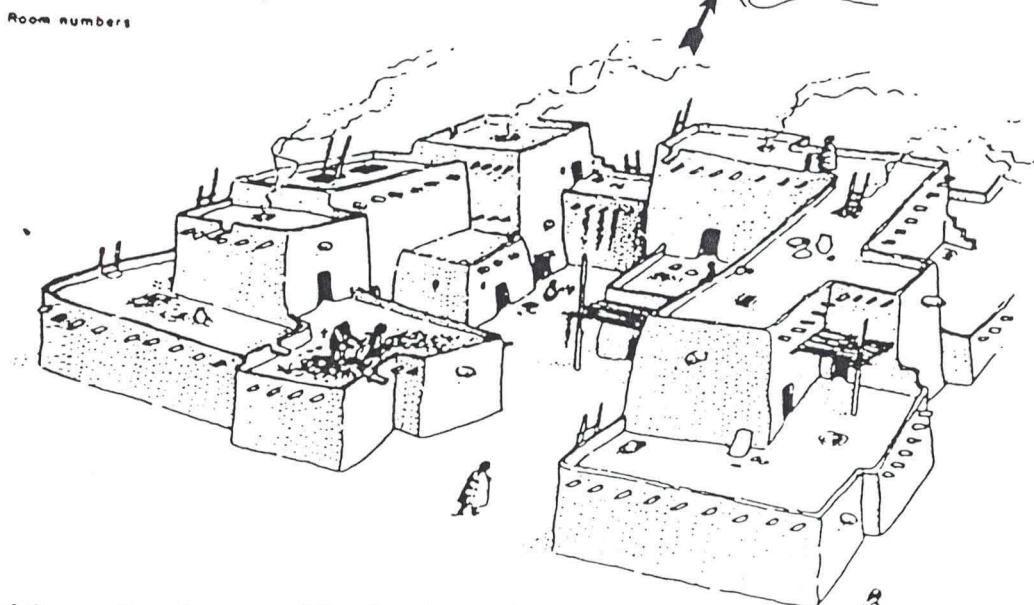
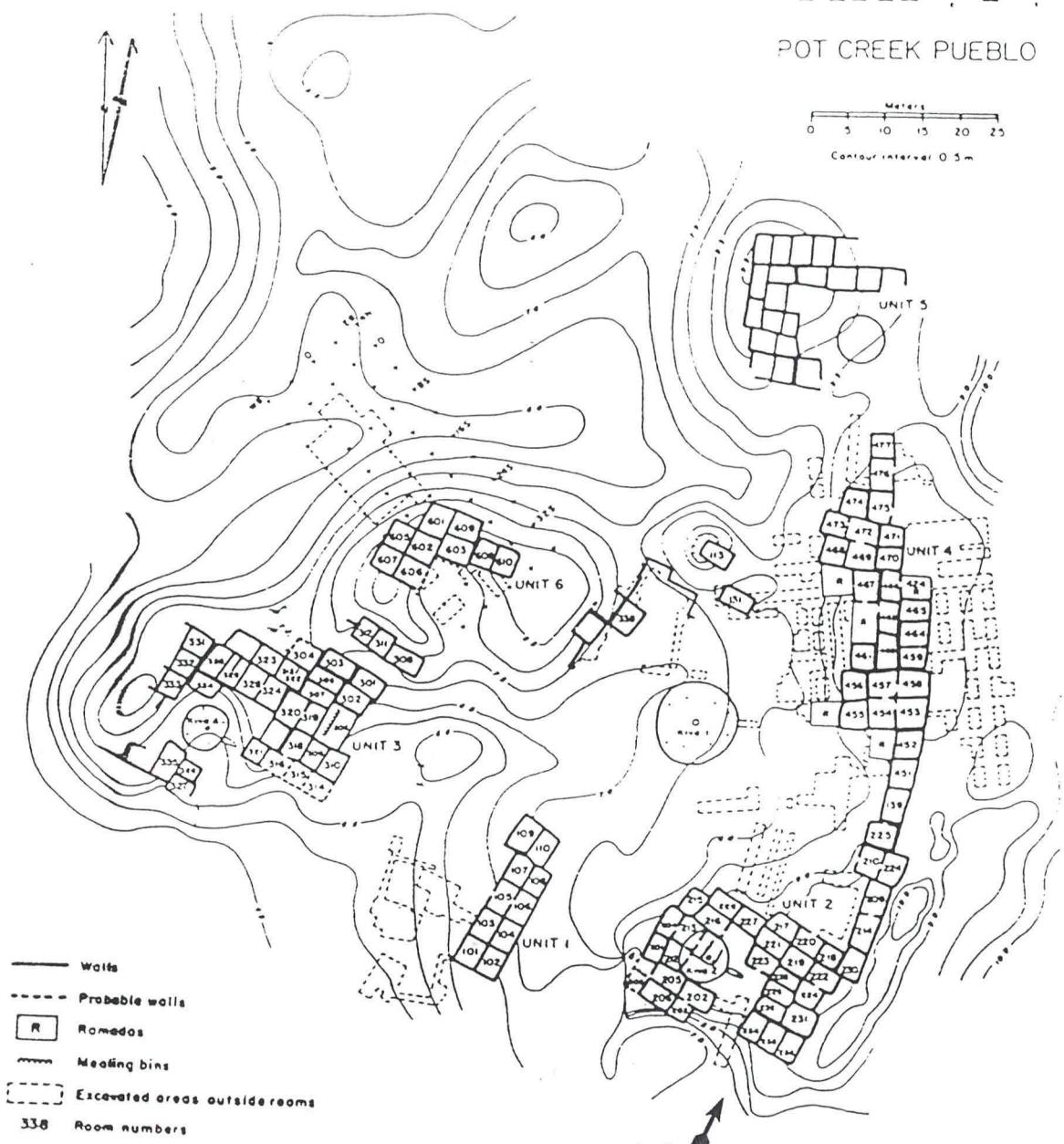
POT CREEK CULTURAL SITE INVENTORY

MAP 3



MAP 4

POT CREEK PUEBLO



THE SETTING

the discovery of better locations nearby are possibilities.

The Pot Creek Pueblo is named for the abundance of pottery found both intact and broken and scattered about there.² The Pot Creek Pueblo was abandoned in approximately 1300 A.D., about the same time both the Taos and Piciuris Pueblos were established. Both Pueblos are located about 20 miles from Pot Creek, but in opposite directions from the original site (see map 2).

There are many similarities between the two pueblos. Both the Picuris and Taos Indians are believed to have originated from the Anasazi people. Both speak the language of Tiwa, which was derived from the ancient Tanoan language.

ENTER THE SPANISH

A regiment of Spanish Conquistadors from Coronado's 1540 expedition were the first Europeans to see Taos Pueblo. ² The Spanish were in quest of the Seven Cities of Cibola (the fabled cities of gold). The Spanish began to colonize northern New Mexico and established missions at both the Taos and Picuris Pueblos in the 1620's. A massive revolt against the Spanish was conceived in Taos in 1680 and launched successfully by a united effort of all the pueblos. The Spanish were driven back into Mexico, and the Indian lands were theirs again. The Spanish returned in 1693 with a large army, and reclaimed the New Mexico territory for Spain. The Spanish reestablished their authority until 1821, when Mexico gained its independence and took control of the New Mexico territory.

UNITED STATES CLAIMS NEW MEXICO

In 1846, General Kearney marched American troops into Santa Fe and proclaimed New Mexico a territory of the United States. Thereafter, the armies of the U.S. set about subduing the remaining Indians in an effort to secure the

THE SETTING

region for settlement. The Taos Pueblo Indians rebelled against the U.S. government in 1847, driving them out of Taos.

The 1847 "Taos Revolt" and reports of unrest persisted among both Pueblo Indians and Mexican residents in the area. Only a strong military force could prevent another bloody uprising. Attacks from the Utes, Jicarilla Apaches and Comanches constantly menaced the northern New Mexico frontier, and Taos provided a staging point for expeditions sent to chastise these marauders. Cantonment Burgwin was established in the Talpa Valley southeast of Taos in August of 1852.³ The name honored Captain John H.K. Burgwin, who died during the 1847 fighting to retake Taos Pueblo.

FORT BURGWIN

Fort Burgwin was home to 150 U.S. Army regulars who utilized the fort to stage military campaigns against the Apaches. Fort Burgwin marked the end of Indian battles waged in the Taos vicinity. The Apaches retreated further north and the role of Fort Burgwin was diminished for the next five years. On May 18, 1860, Fort Burgwin was officially evacuated. The fort was abandoned and fell into ruins until the 1960's, when SMU reconstructed the fort. The present day Ft. Burgwin Research Center and external campus of SMU was established and has been in operation for the past 25 years.



THE OPPORTUNITY



The joint ownership of the Pot Creek Pueblo area by SMU and the Carson National Forest offers a unique opportunity to develop the site through a partnership cost-share arrangement. The development of a facility located only six miles from Taos and offering a visitor center, museum, reconstructed pueblo sites and interpretive trails would be a credit to SMU, the Forest Service and the community of Taos.

Tourism is the major industry in Taos County. The close proximity to Taos and its location on the heavily traveled "High Road to Taos" for tourists from Santa Fe makes it an ideal cultural attraction (see map 5). The facility would be used as an **environmental education** opportunity for local schools, residents and tourists alike. The Forest Service could also utilize it as a "**Gateway to the Past**" Visitor Contact Station for visitors to find out about other nearby opportunities to discover the history and archaeology of the area. SMU would continue to attract students to their nationally renown archaeological field school and develop **research programs** with other universities utilizing the facility.

NATIONAL RECREATION STRATEGY

The Forest Service Recreation Strategy is aimed at finding creative and imaginative ways to take advantage of outdoor recreation opportunities by working with partners. Its goal is customer satisfaction and forging partnerships will help meet that goal. Showcasing the incredible cultural resources at Pot Creek through a partnership with a major university is the type of opportunity inspired by the National Recreation Strategy.

WINDOWS ON THE PAST

"Windows on the Past" is a Forest Service program created to stimulate innovation in cultural resource management to better serve our customers.⁵ Through the "Windows on the Past" program we have the opportunity to increase public awareness and support for Forest Service historic and

THE OPPORTUNITY

archaeological preservation efforts.

Key elements in the program include:

- * Explore partnership opportunities with academic institutions.
- * Utilize local volunteer archaeological societies..
- * Fully involve American Indians.
- * Develop cost-share partnerships for the excavation, interpretation and preservation of cultural sites.
- * Use environmental education as an outlet for a cultural/ecological message.
- * Develop "Gateway" centers to inform visitors about other cultural resource opportunities in the region.

Both the National Recreation Strategy and "Windows on the Past" programs encourage cooperative partnership ventures such as the Pot Creek Project to reach mutually beneficial goals and provide for satisfied customers on forest lands.



THE PROCESS

How do we make it happen? First, we make sure all existing laws, regulations and requirements are followed - ***then we can get creative!*** The following process is an effort to make sure we are going in the right direction. It also gives a better understanding of the critical steps necessary for completion of a project. This was the approach taken for the development of the Pot Creek Interpretive Center and is offered as a blueprint for the design of similar partnership or interpretive projects. The process involves the intimate relationship between the National Environmental Policy Act (NEPA), the National Forest Management Act (NFMA), Integrated Resource Management (IRM) and you (**YOU!**)!

WHAT IS NEPA?

NEPA

NEPA, which stands for ***National Environmental Policy Act***, is the basic national charter for protection of the environment. It establishes policy, sets goals, and provides means for carrying out the policy. Essential to meeting NEPA requirements are an accurate scientific analysis, expert agency comments and scrutiny. NEPA is intended to help make decisions that are based on understanding of environmental consequences and take actions that protect, restore and enhance the environment. It is a public disclosure act that has two basic aims: 1) to consider the environmental effects of our proposed action, and 2) disclose to the public how we consider the environmental effects in our decision process.

WHAT IS NFMA?

NFMA

NFMA is the ***National Forest Management Act of 1976***. It was passed as an amendment to RPA, the Forest and Rangeland Renewable Resources Planning Act of 1974. RPA requires the preparation of a program for the management of all acres of land administered by the Forest Service in the United States. NFMA is a law which requires each National Forest to prepare a Forest Plan; all

THE PROCESS

subsequent management actions must be directed at effective implementation of the Plan.

NFMA defines the concept of multiple use, emphasizes a balanced consideration of all resources and guarantees full opportunity for the public to participate. This public participation has heightened the visibility of decisions made in the Forest plan and has made the public feel they are partners in those decisions. To help implement the Forest Plan, a process has been utilized in Region 3 for more effective multiple-use management and for meeting NEPA requirements. The process is ***IRM - Integrated Resource Management.***⁶

THE WORLD OF IRM

To "integrate" means "to make whole" or complete by adding or bringing together parts into a whole; to unify. As it relates to the Forest Service, IRM is a land management process whose philosophy recognizes that all natural resources are connected through an intricate series of interrelationships. When an activity is planned in one resource, it can affect many other resources. The interrelationships can become quite complex. The IRM process is being utilized for the Pot Creek Interpretive Center. The following 13 step process will show you the logical way to take a project from its initial proposal to its final implementation.

PHASE 1 - THE FOREST PLAN

This phase requires review of the Forest Plan's management direction and prescriptions for the area where the project is to be located. It provides a basis for identifying what the project will contribute to accomplishing goals and objectives stated in the Forest Plan.

THE PROCESS

The Carson National Forest Plan states that the Forest will provide interpretive opportunities as a high priority, such as:

1. Cultural resource displays.
- 2 Preparation of literature, brochures and films regarding the Forest's cultural resources.
3. Presentation of cultural resource talks for the public.
4. Professional interpretation through publications.



The Carson National Forest Plan was completed before the Pot Creek Project was initiated, therefore a plan amendment has been done to specifically allocate the resources for cultural interpretation through a partnership opportunity.

The purpose of reviewing the goals and objectives of the future condition of our forest. What do we want it to look like 10 years from now? What will it look like 100 years from now?

In this phase all interested publics should be identified and contacts initiated. ***Who can hurt you*** is just as important as ***who can help you!*** You can learn as much from opponents of the project as those who support it.

PHASE 2 - DEVELOP THE PROJECT CONCEPT

Here is where the project is defined exactly as to what it will accomplish and why. The result of this phase should provide:

- a. A description of the decision to be made;
- b. Some specific objectives for the project;
- c. A list of skills needed to conduct the environmental analysis;
- d. A list of potentially affected and interested publics;
- e. A list of the known issues, concerns, opportunities (ICO's) specific to the proposed project;
- f. A set of evaluation criteria which can be used to formulate and evaluate alternatives; and

THE PROCESS

- g. Some initial ideas about alternative ways of accomplishing the project concept.

During this phase the interdisciplinary (ID) team is formed. This team consists of those individuals needed to analyze the potential environmental effects of the proposed project. The Pot Creek ID team consisted of archaeologists, a recreation planner, a landscape architect, an engineer, a volunteer from the local Taos Archaeological Society, a public affairs specialist, a wildlife biologist, and partner members from SMU.

The team can now brainstorm specific objectives and ICO's for the project. The Pot Creek team developed the following objectives and ICO's:

GOALS AND OBJECTIVES

1. **Expand educational opportunities**
 - Provide museum, interpretation
 - Hands-on learning
 - Local and global environmental education
 - Research centered USFS/Universities
2. **Strengthen cultural resource protection**
 - Reduce pot hunting and vandalism
 - Increase public appreciation of cultural and scientific values
3. **Provide "Gateway" center to other northern N.M. cultural sites**
 - Stimulate visitor interest in the past
 - Offer "living history" through reconstructed pueblo sites
4. **Promote Native American involvement**
 - Interpretation of Taos and Picuris Pueblo heritage

THE PROCESS

5. **Provide recreation opportunities**
 - Handicapped access (barrier-free)
 - Cultural resource interpretation
 - Bike and hiking trails
 - Scenic byway
6. **Maximize partnership opportunities**
 - SMU, Stanford, UNM
 - Taos Archaeological Society
 - New Mexico State Highway Department
 - Taos County Economic Development Commission
7. **Encourage economic growth through tourism**
 - Taos County
 - State of New Mexico



ISSUES AND CONCERNs

- Parking:
 - Bikes
 - Cars
 - RV's
 - Motorcycles
 - Future overflow area
- Vandalism/Security of site
- Minimize environmental impact:
 - Soils
 - Watershed
 - Vegetation
- Trail design and construction
- Employment needs
- Need for 100% cultural survey of area, prioritize sites to interpret
- Stabilize/reconstruct potential cultural sites

THE PROCESS



- Interpretation of natural environment:
 - Riparian
 - Pinion/Juniper
 - Wildlife
 - Global relationships
- Interpretation materials:
 - Brochures
 - Signs
 - Museum exhibits
- Safety and sanitation:
 - Pedestrian traffic
 - Drinking water
 - Toilets
- Administration, operation and maintenance
- Political situation:
 - Local
 - State
 - National
- Withdraw from mining, grazing and timber harvesting.
- Nominate to National Register
- Inform adjacent landowners and interested/affected parties
- Wildlife impacts:
 - Wintering
 - Elk
 - Deer
 - Turkey
 - Threatened and Endangered?
- Partnership responsibilities
- 3rd party management/foundation

OPPORTUNITIES

- Enhance economic development and employment
- Make Pot Creek a tourist destination

PHASE 4 - PREPARE A FEASIBILITY REPORT

This phase involves preparation of a brief feasibility report which is based on the information gathered in prior phases. This report indicates the technical, economical, and public feasibility of the proposed project. The line officer can decide whether to approve the project as defined, drop the project, or send it back through the first three phases. If necessary, back to the drawing board!

PHASE 5 - UPDATE THE FOREST PLAN 10-YEAR IMPLEMENTATION SCHEDULE

During this phase, the Forest Plan Implementation Schedule is consulted to verify that the project is on schedule, or amend the schedule, if necessary. This is when the citizens' participation plan is prepared. This phase is important to assure that the Forest resource specialists and managers can plan their schedules and prepare their budgets to accomplish the project. This step is crucial for future budgeting for the project. No money - no project!

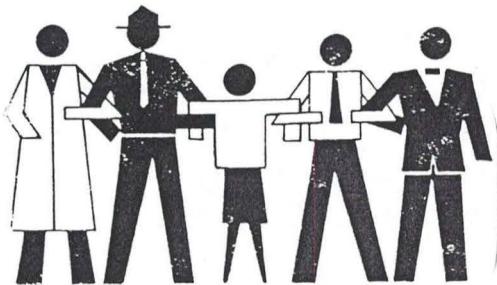
PHASE 6 - CONDUCT INTENSIVE RECONNAISSANCE, SURVEY, OR DESIGN

In this phase, resource specialists gather detailed, site-specific on-the-ground information. This information is needed to design the project, to achieve the state objectives and address or verify to ICO's previously identified. Interested publics are given the chance to voice their concerns and support here. During this phase, boundaries of the project should be "flagged" on the ground; preliminary access locations identified; and surveys of cultural resources, soils, and T & E (threatened and endangered) species are conducted. Don't limit yourself by the size of the area! It is better to make the project area larger now than to try to enlarge it later.

PHASE 7 - GENERATE AND COMPARE ALTERNATIVES

As a specific requirement of NEPA, alternatives to the proposed action must be evaluated, including a "No Action" alternative. During this phase, the ID team develops, compares, and proposes alternatives as needed to consider a reasonable range of alternatives and their potential environmental effects. At the completion of this phase, the ID team recommends a course of action. If

THE PROCESS



- Develop partnerships:
 - Ft. Burgwin - SMU
 - Taos Archaeological Association
 - Taos/Picuris Pueblos
 - State Highway Department
 - Other Universities
 - Taos Economic Development Commission
- Blend the site and the environment - Visual Resource Management
- Increase recreational opportunities
 - Picnicking
 - Bicycling
 - Sightseeing
 - Day use
 - Hiking
- Meet recreation visitor use demand in Northern New Mexico
- Create "barrier free" opportunities and access for the handicapped
- Local and regional educational opportunities
- Create authentic reconstruction and interpretation of Pot Creek Pueblo and Ft. Burgwin

PHASE 3 - CONDUCT AN EXTENSIVE RECONNAISSANCE

This is the phase where the ID team and interested publics take maps, aerial photos, the Forest Plan and project objectives to the field. Going to the field gives those involved a better understanding of the project area. In the field, additions or changes to the ICO's may be made, and additional skills, information, or other need may be identified. A map of the project area is made showing resource information. Field analyses were critical to the Pot Creek Project. Every field trip revealed something new or different.

THE PROCESS

the ID team can't come to a consensus, offer several options. Complete agreement is not always possible!

PHASE 8 - SELECT THE ALTERNATIVE

The objectives here are for the line officer to 1) select the alternative to be implemented, and 2) determine what NEPA analysis and documentation is appropriate. This phase makes the completion of the environmental analysis of NEPA. Once the analysis is accepted, the line officer selects the alternative to be implemented and determines what type of NEPA documentation is needed. The level of environmental impacts and public involvement will determine if the project requires an Environmental Analysis (EA) or a major study such as an Environmental Impact Study (EIS).

The Pot Creek EA considered four alternatives and their environmental impacts (see appendix 1). Alternative 4, a partnership between SMU and the Carson National Forest was selected based on the environmental consequences on the air, water, soil, vegetation, wildlife and people resources impacted by the proposed project.

PHASE 10 - CREATE THE PROJECT RECORD

Project records were started back in Phase 2, but in this phase, all the project information, data, maps, photos, reports, plans, and environmental documentation are brought together into a single packet. Information is entered into appropriate computer data bases and applicable file. The project records are consolidated to be used in developing the project action plan during Phase 11.

PHASE 11 - PREPARE THE PROJECT ACTION PLAN

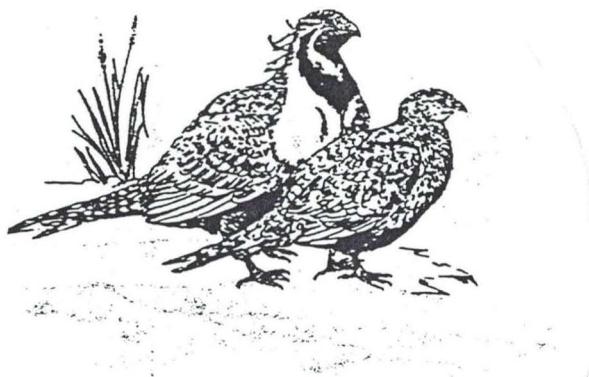
Results of this phase are schedules, maps, photos, and other information necessary to develop an action plan. Permits, clearances, licenses and contract documents are acquired or prepared during this phase. The action plan may be a site plan, a management plan, or in the case of Pot Creek, the "Pot Creek Interpretive Center - Development Concept Plan."

**PHASE 12 - IMPLEMENT
THE PROJECT**

This is the "do it" phase. The schedules, plans, and designs developed in Phase 11 are laid out on the ground. This is where the project moves from paper to the ground! Yahoo!

**PHASE 13 - MONITOR AND
REVIEW THE PROJECT**

As the project is implemented, the results and environmental effects must be monitored to assure compliance with the decision and standards of the implementation guidelines. This phase is designed to gather and "recycle" knowledge of what works and what doesn't work. No two projects are ever exactly alike. New problems, effects, and results are often discovered. Learn from mistakes! This phase ultimately determines the success or failure of a project.



THE PARTNERSHIP

Okay, we have a willing and enthusiastic partner, but ***what do we do now?*** One of the primary barriers to establishing partnerships, i.e., sharing resources to accomplish some good in which all parties will benefit, is our managers' and sometimes our support personnel's lack of knowledge of authorities to enter into a partnership.

As a result of the National Recreation Strategy, the Forest Service is now recognizing potential partners, their present contributions and the opportunities for the future. Partnerships include any individual, organization, or agency interested in supporting, through funding, labor or supplies, any project identified by us or proposed by them that will benefit all parties.



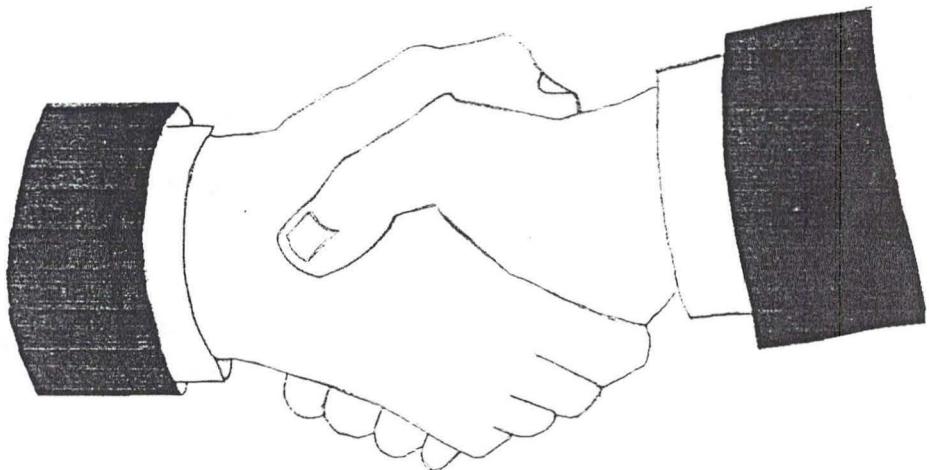
The partnership concept by itself has not created any new authority, but it created the need to examine and use existing authorities including volunteer, collection and participating agreements, and where appropriate, to request new authorities. Challenge Cost-Share Agreements as well as Memorandums of Understanding may be used as well. A procurement contract, in and of itself, is not a partnership for the mutual benefit since we are obtaining goods or services for the agency's direct benefit. But it is a method of doing work as support with other methods or where other authorities don't reach. To determine if you have a partnership opportunity, it should include the following:

- * Mutual interest in some goal or value
- * A state of participation or sharing
- * Voluntary participation
- * A specified relationship between parties, i.e., an agreement
- * Mutual benefit for nonmonetary considerations (no profit motive either present or future)

THE PARTNERSHIP

Partnerships should be documented with some form of agreement. Partnerships may be formed in situations where the partner(s) wishes to contribute or donated directly to the Forest Service. In these instances, we may collect the money, if necessary match with our share, and accomplish the work by force account and/or procurement contract. Under other circumstances, a partner may wish to provide for their share of the project work (contribute indirectly).

Depending on circumstances, we may enter into a Challenge Cost-Share or Participating Agreement. In other instances, partnerships may be formed when we pay all the costs or where no financial obligations is created, but are nevertheless, mutually beneficial.



SMU

USFS

THE PARTNERSHIP

WHICH WAY TO GO?

The Forest Service utilized various authorities to enter into a partnership or accept donated funds. The following chart illustrates the current authorities:

1. **COOPERATIVE FUNDS ACT OF JUNE 30, 1914 (16 U.S.C. 498)**
REF: *FSM 1584.11.*

Authority to receive funds from cooperators to be placed in a special fund and made available for expenditure for cooperative work in Forest investigations or protection and improvement.
2. **GRANGER-THYE ACT OF APRIL 24, 1950 (U.S.C. 572)**
REF: *FSM 1584.13.*

Authorizes the Forest Service to accept contributions for the administration, protection, improvement, reforestation, or such other kinds of work the agency is authorized to do on its land for the benefit of the public.
3. **USDA ACCEPTANCE OF GIFTS ACT, 1978 (7 U.S.C. 2269)**
REF: *FSM 1584.16.*

Authorizes agencies within the Department of Agriculture to accept, receive, hold, utilized, and administer, on behalf of the United States, gifts, bequests, or devices or real and personal property, to be used for carrying out any of its programs.
4. **COOPERATIVE FUNDS AND DEPOSITS ACT OF DECEMBER 12, 1975 (16 U.S.C. 565A-1, A-3)**
REF: *FSM 1589.1*

Cooperative arrangements that benefit both parties. Limited to pollution abatement, equipment and facilities, manpower, job training and development programs, cooperative environmental education and Forest history materials, and forestry protection.
5. **1989 APPROPRIATIONS ACT (PO 100-446)**

Authorized to negotiate and enter into cooperative arrangements with the various States, and private, nonprofit organizations to continue the recreation, wildlife and fish

Challenge Cost-share programs.

6. *VOLUNTEER ACT OF 1972*
(16 U.S.C. 558)
REF: FSM 1830

May accept services of individuals without compensation (incidental expenses may be paid for).

7. *FOREST AND RANGELANDS RENEWABLE RESOURCES RESEARCH ACT*
(16 U.S.C. 1641-46) REF: FSM 1584.12.

Authorizes acceptance of contributions to conduct research activities. Donations may be money, real or personal property.

8. *FOOD SECURITY ACT AMENDMENT, GRANT & COOPERATIVE AGREEMENT AUTHORITY*
(7. U.S.C. 3318) REF: FSM 1589.

Research joint venture agreements, cost-sharing by all parties.

TYPES OF AGREEMENTS

There are various types of agreements available to enter into partnerships depending on the circumstances and mutual goals. The following describes various instruments to document partnerships, the authorities, and the applicability:

COLLECTION AGREEMENTS

A Collection Agreement is used when money, equipment, labor and/or products are contributed directly to the Forest Service. The Forest Service may encourage or solicit grants, donations, contributions or other awards of funds to finance Forest Service activities if the primary purpose is for the general public benefit and does not involve conflict of interest.

Donations/Contributions are authorized by the following Federal laws and can take the form of money, equipment and/or services. These are considered charitable for tax purposes if made to the United States for exclusively public purposes.

THE PARTNERSHIP

1. **Cooperative Funds Act of June 30, 1914**
 - Work must be investigations, protection, or improvement of National Forest Lands.
 - Forest Service must do work by either force account or procurement contract.
 - Contributions must be voluntary.
2. **Acceptance of Gifts Act of October 10, 1978**
 - Can accept, receive, hold, utilize or administer gifts, bequests or devises of real and personal property to carry out functions.
 - Acceptance of gift/donations may not be conditional upon endorsement of the donor's firm or product.
3. **Forest and Rangeland Renewable Resources Research Act**
 - Authorizes the acceptance of contributions to conduct research activities.
4. **Granger-Thye Act of April 24, 1950**
 - Can accept contributions for the administration, protection, improvement, reforestation, or such other kinds of work the Forest Service is authorized to do on its land for the benefit of the public.

VOLUNTEER AGREEMENT

Volunteers in the National Forest Act of 1972

- May accept the services of individuals without compensation, although incidental expenses may be provided for.

CHALLENGE COST-SHARE AGREEMENTS

Challenge Cost-share Agreements are used when partners provide services and/or materials as their share of the project work and the Forest Service pays for its share of the cost.

- Currently permitted under the FY 1989 Appropriations Act for use in recreation, wildlife and fish cost-share programs.

- Federal funds matched by various organizations to jointly develop, plan and implement projects to enhance specific improvement activities.
- On a fiscal year basis, federal funding shall be matched or exceeded with challenger contributions; however, each project need not reflect a dollar-for-dollar ratio.

PARTICIPATING AGREEMENT

Cooperative Funds and Deposits Act of December 12, 1975

- Participating Agreements are appropriate where the Forest Service and partner(s) wish to perform work from which they will accrue mutual benefit (non-monetary).
- May be used for pollution abatement equipment and facilities, manpower and job training programs, environmental education and forest history, and forestry protections including fire, debris removal and tree thinning.
- Participants must share a mutual interest other than monetary considerations.
- Both parties shall contribute resources to the endeavor.

RESEARCH JOINT VENTURE AGREEMENT

Food Security Act Amendment - Contract, Grant and Agreement Authority

- Pool resources in support of research activity of mutual benefit.
- Parties must share cost.

MEMORANDUM OF UNDERSTANDING

- Is an agreement with the purpose of coordinating efforts to eliminate duplication and waste.
- Each party carries out its separate activities in a coordinated and mutually beneficial manner.
- No funds may be exchanged.

INTERAGENCY AGREEMENT

- Used with other federal agencies.
- Generally when they provide benefit to the Forest Service or material savings of public funds through elimination of duplication.

THE PARTNERSHIP

The Pot Creek Partnership between SMU and the Carson National Forest was accomplished by utilizing a Cost-share arrangement through a Participating Agreement. The criteria for selecting a Participating Agreement included; 1) the arrangement would benefit both parties, 2) both parties would contribute resources and funding, 3) environmental education would benefit both parties and 4) both parties would share a mutual interest other than monetary consideration.

USE OF THIRD PARTY ORGANIZATIONS

Third parties, usually nonprofit organizations such as foundations or advisory boards, often can successfully pull together partnership opportunities for the Forest Service. Third party agreements do offer the flexibility of being able to do activities not specifically authorized for the Forest Service.

FOUNDATION

A "Foundation" is being proposed for the joint management of the Pot Creek Interpretive Center. The foundation would consist of 4 to 15 board members which would have general management and control of the activities and affairs of the Center. The foundation would be non-profit and provide direction to both the Carson National Forest and SMU as a third party organization. The powers exercised by the foundation would be developed through By-laws and Articles of Incorporation approved by the State of New Mexico. A collection agreement would also be developed to handle fiscal responsibilities and specify expenditures of donations, grants, gifts and revenues generated by the Center.

MARKETING

MARKETING/ THE EMPHASIS

"Customer Satisfaction", the emphasis of the National Recreation Strategy, is the goal and driving force behind the Pot Creek Interpretive Center Marketing Plan. Developing a marketing plan is essential to the success of the project, to the support for the forest's programs, and to "satisfied customers".

POT CREEK INTERPRETIVE CENTER MARKETING PLAN

The marketing strategy for the Pot Creek Interpretive Center includes three parts:⁸

1. *Target Marketing*
2. *Positioning*
3. *Marketing Mix*

TARGET MARKETING

The "Target Marketing" group for Pot Creek is based on data evaluating the current and potential users of the Interpretive Center. It identifies key target audience **segments** of specific user groups and what their wants and needs are.

KEY TARGET AUDIENCE SEGMENTS

1. **TOURISTS.** The rich cultural heritage, the unique natural environment, and the artist community attract tourists to Taos. Both in-State and out-of-State tourists travel the "High Road to Taos" from Santa Fe on Highway 518, one of New Mexico's most scenic routes (see map 5). To the north, attractions include the Wild River Recreational Area, the high country of the Carson, Rio Grande, and San Juan National Forests. Many visitors are senior citizens who have time to visit points of interest and seek out interpretive opportunities.

MARKETING



2. **SCHOOL CHILDREN.** The Pot Creek Interpretive Center would play a key educational role in northern New Mexico. School groups would come to learn about the cultural resources and the environment. The Center would have a school outreach program in place, visiting students and schools throughout northern New Mexico.
3. **RECREATIONISTS.** Thousands of visitors flock to Taos to camp, fish, hike, bike, snowmobile and ski. Others come to float the Rio Grande Wild and Scenic River. The area is a year-round attraction for outdoor recreation opportunities.
4. **LOCAL RESIDENTS.** People who live in northern New Mexico have a keen interest in their heritage and in seeing it preserved. They constitute an important audience for the interpretive program.
5. **NATIVE AMERICANS.** Pueblo sites in the Rio Grande valley have special significance for the Tewa people who consider them ancestral sites. The Taos and Picuris Pueblos are nearby. These groups are key audiences and will be asked to play an active part in developing interpretive plans.
6. **DAY TRIPPERS.** The cultural resource interpretive programs of the Pot Creek Interpretive Center could become an important destination for weekend visitors from Santa Fe, Albuquerque, Taos, and other communities.
7. **FT. BURGWIN RESEARCH CENTER.** The Ft. Burgwin Research Center hosts a number of educational programs and conferences throughout the year. Participants from all parts of the country would come to study at the Center.



8. **HANDICAPPED POPULATION.** There are over 36 million handicapped or disabled people in the U.S. today. These people are usually unable to visit historic or cultural sites due to facilities designed with too many barriers. The Pot Creek Center would be as "barrier-free" as possible and provide interpretive opportunities for the handicapped.

TOURISM

Tourism is the number one private sector employer in New Mexico. Gross receipts collected directly from tourism are estimated to be \$2.23 billion for 1989. The following chart shows the growth in tourism from 1983 to 1989.



WHO ARE THESE TOURISTS?

The majority of tourists in New Mexico are *New Mexicans!* Local and in-state visitors of cultural and historic sites like Pot Creek accounted for approximately 60% of all visitors. The top three states of origin for out-of-state visitors were California (13.1%), Texas (12.4%), and Illinois (5.7%).⁸

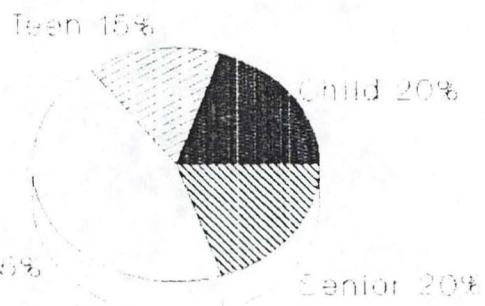
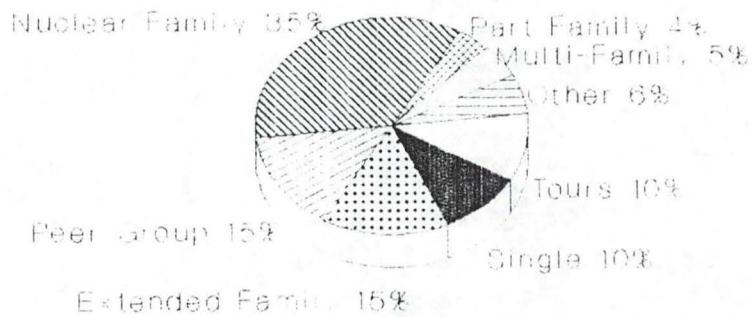
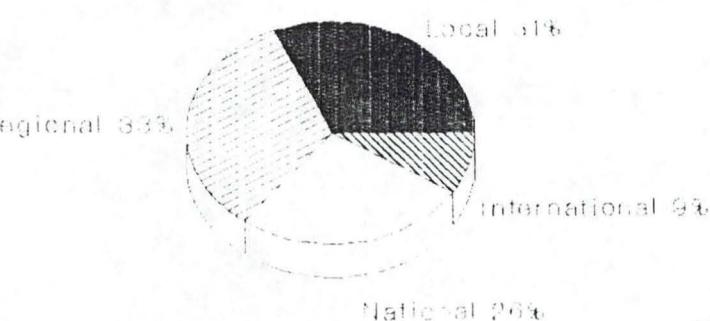
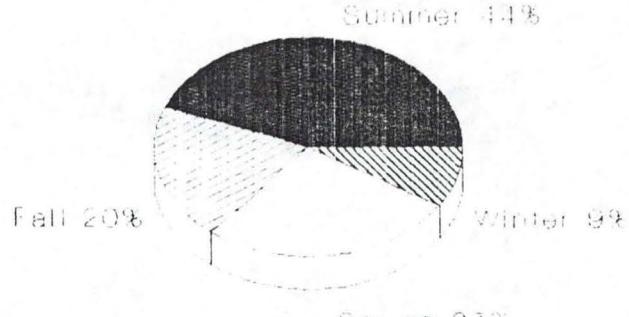
New Mexico hosted a record 439,000 foreign visitors in 1989. While Mexico produces the highest visitation, West Germany, Canada, Great Britain and Japan accounted for the majority of the remainder of foreign tourists. Expenditures by foreign visitors to New Mexico exceeded \$80 million in 1989.¹⁰

BANDELIER NATIONAL MONUMENT

Of the State and National Parks or Monuments in New Mexico, Bandelier National Monument offers the closest comparison of opportunities to Pot Creek, including cultural site interpretation and recreation activities. It is also located the closest (68 miles) to Taos and Pot Creek.

Visitation at Bandelier National Monument averaged just over 250,000 visitors per year during 1986-1988. Visitation has been increasing at a rate of 10-11% per year over a ten year period. Bandelier is a well-known and very popular destination for residents of Santa Fe, Taos and Albuquerque. The "visitor profile" of Bandelier suggests the type of user that will be attracted to the Pot Creek Interpretive Center:

Visitor Profiles

Age**Group Make-Up****Point of Origin****Season of Use**

WHAT DO THEY WANT?

The N.M. State Parks and Recreation Division conducted a survey in 1987 to determine the importance of facilities programs and services offered in the N.M. State Parks. The results of the survey showed the following:

1987 NEW MEXICO STATE PARK OPINION SURVEY**IMPORTANCE OF FACILITIES, PROGRAMS AND SERVICE
TO VISITORS**

| | <u>VERY IMPORTANT</u> | <u>SOMEWHAT IMPORTANT</u> | <u>NOT VERY IMPORTANT</u> | <u>NOT AT ALL IMPORTANT</u> | <u>NO OPINION</u> |
|---|---------------------------|-------------------------------|-------------------------------|---------------------------------|-----------------------|
| Visitor centers | 37% | 33% | 14% | 5% | 11% |
| Restrooms | 81 | 8 | 3 | 1 | 7 |
| Developed campsites | 51 | 27 | 9 | 4 | 9 |
| Group shelters | 19 | 27 | 22 | 13 | 19 |
| Sheltered picnic tables | 39 | 32 | 12 | 5 | 12 |
| BBQ grills | 33 | 27 | 16 | 10 | 14 |
| Dump stations | 52 | 15 | 8 | 10 | 15 |
| Playgrounds | 25 | 26 | 17 | 14 | 19 |
| Boat ramps | 29 | 18 | 15 | 13 | 24 |
| Marinas | 20 | 19 | 19 | 16 | 26 |
| Courtesy docks | 21 | 18 | 17 | 16 | 28 |
| Hookups (water, electric, sewer) | 40 | 21 | 13 | 12 | 14 |
| Paved roads | 34 | 29 | 17 | 8 | 43 |
| Parking areas | 43 | 27 | 11 | 3 | 15 |
| Interpretive signs and information | 56 | 24 | 6 | 2 | 12 |
| Hiking, horse and/or bicycle trails | 37 | 26 | 15 | 8 | 15 |
| Protection of the scenic, natural & historic setting | 81 | 7 | 2 | 1 | 9 |
| Feeling safe | 79 | 9 | 2 | 1 | 9 |
| Quiet hours in the campgrounds | 68 | 16 | 3 | 2 | 10 |
| Uncrowded facilities | 66 | 19 | 2 | 1 | 12 |
| Not having to drive to far to reach the park | 31 | 24 | 21 | 10 | 15 |
| Clean park facilities | 85 | 7 | 0 | 0 | 7 |
| Friendly & helpful staff | 84 | 8 | 1 | 0 | 7 |

The conclusion of the 1987 N.M. State Park survey showed that the majority of visitors would like:

- * more special events and activities in the parks
- * a campsite reservation system
- * more nature talks and campfire programs
- * more environmental education programs
- * cleaner parks
- * friendly and more informed staff
- * to feel safe and secure
- * a quiet place to stay

**1988 NEW MEXICO STATE PARK
ECONOMIC IMPACT STUDY**

In 1988, the New Mexico State Parks and Recreation Division conducted a survey to measure economic impacts of visitors, to determine who is using the parks and why they visit for future marketing decisions. Their findings included the following:

- * The average visitor group traveled a total of 284 miles to reach the park.
- * There was an average of three people per group and they stayed 1.5 days.
- * On the average, visitors spent \$16.86 in the park, \$39.43 in the communities adjacent to the park, and \$107.46 enroute to the park per trip for a total of \$163.75.

1989 NEW MEXICO TOURISM SURVEY

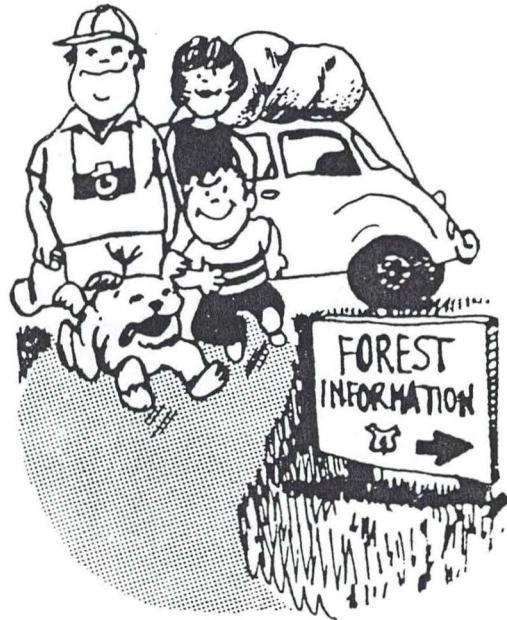
In 1989, the New Mexico State Tourism Office conducted a survey of out-of-state visitors to determine where and why they come to New Mexico. The survey found the following of out-of-state visitors:

- * The most frequently visited communities were Albuquerque and Santa Fe (17 percent each) followed by Taos (12 percent).
- * The major considerations given to selecting New Mexico as a travel destination were as follows:

| | |
|-----------------------|--------|
| 1. Scenic beauty | 22.3 % |
| 2. Historic sites | 18.4 |
| 3. Indian culture | 16.3 |
| 4. Arts | 8.7 |
| 5. Outdoor recreation | 7.7 |

| | |
|------------------------|-----|
| 6. Spanish culture | 6.4 |
| 7. Shopping | 5.3 |
| 8. Business/convention | 5.0 |
| 9. Special events | 3.2 |
| 10. Other | 6.8 |

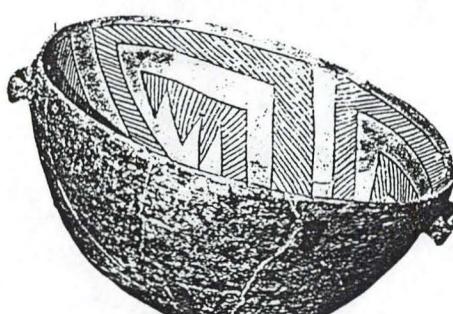
The top six major considerations for visiting New Mexico are offered by Taos and the Pot Creek Interpretive Center, making it a highly desirable destination for out-of-state visitors.



POSITIONING

The second part of the marketing strategy is "**positioning**". The competitive position of the Pot Creek Center is determined by how its recreation opportunities are perceived by the target segments (customers) compared to the competitions' offerings. In order to draw a parallel to the opportunities of cultural interpretive centers like Pot Creek, the following illustrates visitor use at National Parks and Monuments in New Mexico in 1989 which offer cultural resource interpretation:

| <u>National Park or Monument</u> | <u>1989 Visitation</u> |
|----------------------------------|------------------------|
| Aztec | 79,520 |
| Bandelier | 249,560 |
| Chaco Canyon | 65,360 |
| El Morro | 61,170 |
| Fort Union | 18,160 |
| Gila | 44,850 |
| Salinas | 34,110 |
| Pecos | 48,610 |
| Capulin | 47,850 |



The National Park Service's 12 state attractions totaled 1,649,240 visitors in 1989, up eight percent over 1988.

REGIONAL CULTURAL RESOURCES FACILITIES

In an effort to identify comparative interpretive sites in the region to the Pot Creek Interpretive Center, four cultural resource facilities were contacted: Chaco National Monument (NPS) and Aztec Ruins National Monument (NPS) in New Mexico, Mesa Verde National Park (NPS), and the Anasazi Heritage Center (BLM) in Colorado. The management staffs of the four sites were asked to define the size of the management area, annual visitation, parking capacity, annual budget, facilities, and problems related to managing the sites. The following outlines the information reported at the four regional sites:

EXAMPLES OF CULTURAL RESOURCE FACILITIES IN THE REGION

| | CHACO CANYON | AZTEC RUINS | MESA VERDE | ANASAZI HERITAGE CENTER |
|------------------------|----------------------|------------------|-----------------------|----------------------------|
| AREA SIZE (ACRES) | 34,000 | 3,014 | 830,000 | 54 |
| ANNUAL VISITATION 1989 | 65,340 | 79,520 | 778,000 | 65,000 |
| ANNUAL BUDGET 1989 | \$58,000 | \$241,000 | \$1,750,000 | \$400,000 |
| PROBLEMS | | | | |
| PARKING | INADEQUATE | INADEQUATE | INADEQUATE | INADEQUATE |
| AUDITORIUM | NEEDS LAYER | NEEDS ONE | NEEDS MORE | ADEQUATE |
| RESTROOMS | NEEDS OUTSIDE ACCESS | ADEQUATE | ADEQUATE | OUTSIDE NEEDS ACCESS |
| STAFF | UNDERSTAFFED | UNDERSTAFFED | UNDERSTAFFED | UNDERSTAFFED |
| PICNIC AREAS | NEEDS SHADE | NEED MORE | ADEQUATE | NEEDS SHADE |
| TRAILS | VANDALISM | NOT BARRIER-FREE | MAINTENANCE NEEDS | MAINTENANCE NEEDS |
| ACCESS | TOO REMOTE | DIFFICULT | NEEDS BIKE PATH | ADEQUATE |
| RUINS | STABILIZATION | STABILIZATION | STABILIZATION | STABILIZATION |
| FACILITIES | | | | |
| VISITOR CENTER | X | X | X | X |
| MUSEUM | X | X | X | X |
| BOOKSTORE | X | X | X | X |
| AUDITORIUM | X | | X | X |
| ADMINISTRATION OFFICE | X | X | X | X |
| AMPHITHEATRE | X | | X | |
| TRAILS/RUINS | X | X | X | X |
| CAMPGROUND | X | | X | |
| PICNIC AREA | X | X | X | X |
| CURATION | | | | X |
| EMPLOYEE HOUSING | X | X | | |
| CONCESSIONAIRE | | | X | |
| PARKING | 45 CARS, 5 BUSES | 38 CARS, 4 RVs | 150 CARS/RVs, 6 BUSES | 75 CARS, 18 RVs, 2 BUSES |

MARKETING MIX

The last part of the marketing strategy is the **"marketing mix"**. This is the combination package or offering that responds to the needs of the target customers and meets the objectives of the Pot Creek Interpretive Center. The "marketing mix" of the Pot Creek Interpretive Center is made up of the 8 P's:

1. Product (Services)
2. Price
3. Place
4. Promotions
5. Participants
6. Physical Evidence
7. Process of Services
8. Partnerships

1. PRODUCT

The product of the Pot Creek Interpretive Center is EDUCATION/RECREATION. Education/recreation is a combination of meeting the demands of the various audience segments previously identified. This dual concept addresses the objectives of both the SMU/Ft. Burgwin Research Center and the Carson National Forest.



People in their leisure time prefer not to be lectured to, but they love to be **entertained** through interpretation and interactive environmental education. Through creative and **fun** exercises and activities, the messages of history, culture, and the environment will come through and have an impact. The emphasis on the educational aspects of biological and cultural diversity of the area, along with the fantastic outdoor recreation opportunities, promise visitors an experience offered no where else in the region. Interpretative information and education are inseparable dimensions of the recreation experience offered at the Pot Creek Interpretive Center.

MARKETING MIX...**2. PRICE**

The price will reflect comparable entrance fees at other regional cultural resource interpretive sites. It will also depend on the actual level of development and opportunities offered. Donations will be solicited and will augment entrance fees.

3. PLACE

The Pot Creek location is ideal for a cultural and natural resources interpretive center. Taos is growing as a tourist destination area, and is within 1 1/2 hours driving distance to Santa Fe and 2 1/2 hours from Albuquerque. Tourists in New Mexico arriving by airplane are also on the rise. Albuquerque International Airport showed an increase of 11% (11,570,292) of deplaning passengers arriving in New Mexico in 1989.¹¹

HIGH ROAD TO TAOS SCENIC BYWAY

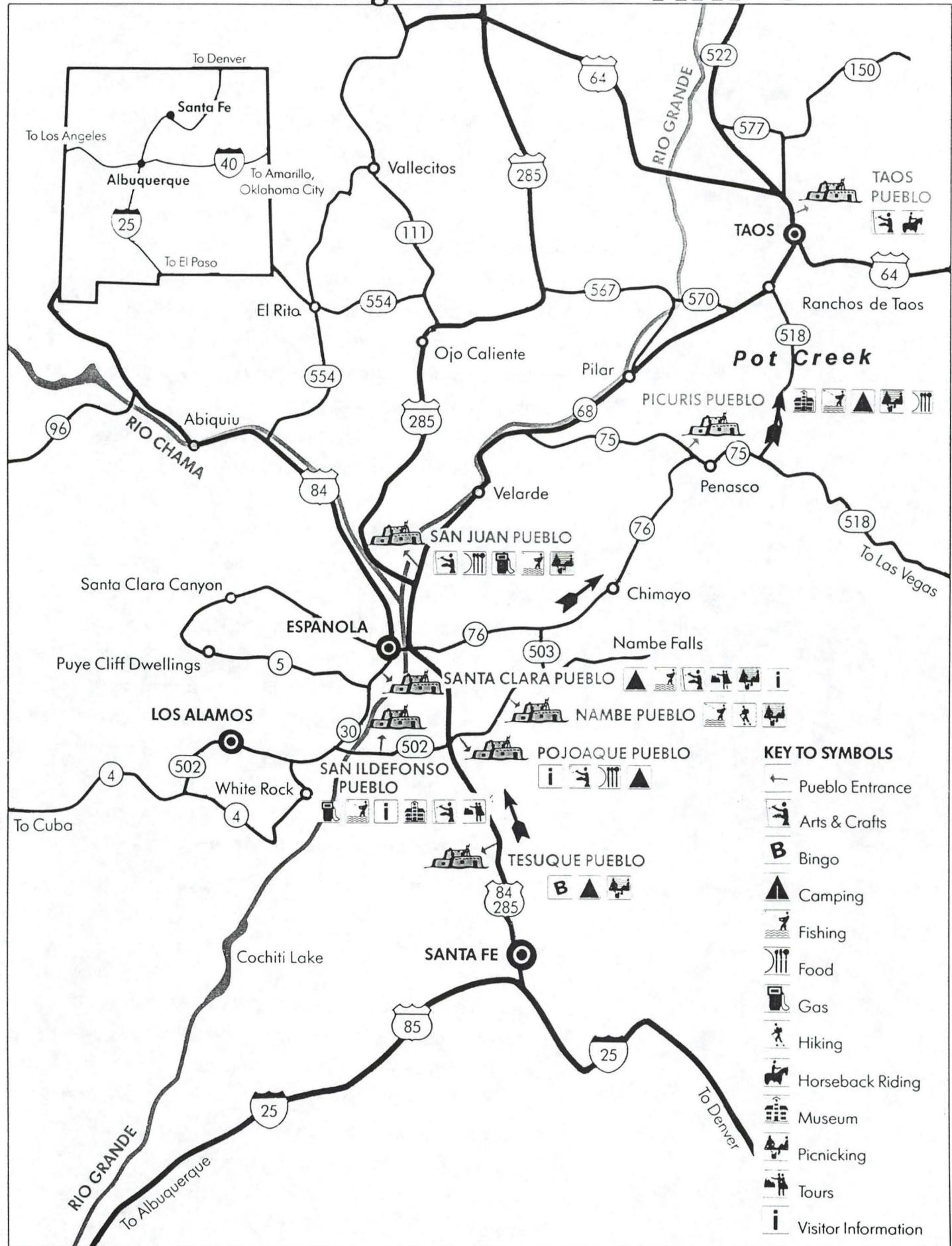
The "High Road by Taos" from Santa Fe is being proposed for designation as a ***National Forest Scenic Byway***. This scenic and historic route winds its way from Santa Fe through the old Spanish villages of Chimayo, Truchas, Las Trampas, Penasco and Vadito (see map 5). It also goes through the Picuris Pueblo and by the Pot Creek Interpretive Center located on NM Highway 518. Recreational driving constitutes over 20% of all vehicle travel. Presently the average vehicle travel on NM 518 is 4,136 vehicles per day. The average vehicle travel on NM 68, located six miles north in Taos, is 15,697 vehicles per day.

4. PROMOTIONS

The promotion mix for Pot Creek will be ***education*** and ***information***. The public affairs officer for the Carson Forest will outline a plan for advertising and publicity through mass media, e.g., T.V., newspapers, brochures, radio and video tapes. The Carson Forest Visitor Center, located in Taos, will serve a major role in directing visitors to Pot Creek. Other



High Road to Taos MAP 5



MARKETING MIX...

"Gateway" centers in the region such as the Ghost Ranch Living Museum, will also direct visitors to Pot Creek who are looking for similar cultural interpretive opportunities to Pot Creek.

5. PARTICIPANTS

The quality of service is important to the success of any public recreation or interpretive facility. The employees and volunteers who are ***the customer contact personnel on-the-ground are the key people*** in the operation. Their training, enthusiasm and pride in their work must show through for the visitor to feel welcome and to create an atmosphere for learning and interaction.

6. PHYSICAL EVIDENCE



The total environment surrounding the visitor is the physical evidence. To recreate a pre-historic 700 year old Anazasi site along side a living replica of an 1850 historic U.S. Army Fort is the goal of the Pot Creek Interpretive Center. The perception of visitors will first be that "***this is the way it really was***" to be living on the earth at that time. Part of the educational experience is to focus in on the "living history" of the area, and encourage visitors to be more open to learning from the past and using the lessons for improving the future. ***"What experience do people walk away with?"*** will be the primary concern.

7. PROCESS OF SERVICE

The procedure and management of the Pot Creek Interpretive Center make up the "process of service". A foundation made up of a board of directors will guide the administration of Pot Creek. Acting as a third party, the foundation will represent the mutual interests of SMU and the Forest Service. The scheduling of events, interpretive programs, operation schedule, museum hours, etc., should respond to the needs and demands of the visitor. The worst thing we can do would be to open the Center and invite the

public in, and not be prepared in the most professional manner possible.

8. PARTNERS

The **partners** in the Pot Creek Interpretive Center are the **key ingredients to success**. Partnership opportunities tend to expand as more partners become involved. The SMU partnership has created other potential partners such as Stanford and the University of New Mexico. The Taos Archaeological Society has initiated a new volunteer group called "Friends of Pot Creek". The diversity and enthusiasm of new people and partners will be what makes this Forest Service project not only unique, but dynamic and exciting for all those involved.



DEVELOPMENT CONCEPT

The Development Concept Plan is a culmination of research, planning and marketing of the partnership project. Based on everything previously learned about the partners capabilities, the environmental impacts, the clientele and the potential opportunities of the project, the development concept is formed. The Pot Creek Interpretive Center Development Concept is an outline for the direction and management of a partnership interpretive project.

The scope of the project includes four program elements resulting in four major capital investments. The four proposed elements are: (1) an interpretive plan designed by both SMU and the Carson National Forest; (2) an interpretive trail system; (3) a museum to be located at Ft. Burgwin; and (4) a visitor center.

INTERPRETIVE PLAN

The Interpretive Plan will determine the actual development, funding needs and implementation of the project. It will include an assessment of needs and benefits to SMU, the Forest Service and the public. It will also address the education and interpretation opportunities of the project.

The organizational structure, including partnerships' responsibilities and the formation of a governing foundation and advisory board, will be clearly defined. The funding, administration and operation of facilities will be the major function of the foundation.

Levels of development, including planning, design and construction of each phase, will be proposed and developed through an implementation schedule. The schedule will include staffing, budget, and a timeline to produce the necessary planning documents and construction of facilities.

DEVELOPMENT CONCEPT

INTERPRETIVE TRAIL SYSTEM

The Interpretive Trail System will be located on both Forest Service and SMU property (see map 6). It would include interpretation of a reconstructed prehistoric kiva, pithouse and unit pueblo site. It would meander through a "Discovery" area where several unexcavated cultural sites are located, asking the visitor to look for certain clues indicating the presence of a pithouse, a rock wall, or other evidence of the Anasazi culture.

The natural environment would also be interpreted. By showing the importance of the flora and fauna in the area to the original inhabitants, we can relate the necessity of preserving the biological diversity of Pot Creek for the future. Elk winter range, beaver ponds, pinon-juniper and riparian habitat and a garden plot with original native corn, beans and squash will provide educational interpretive opportunities for visitors. The on-going excavation of the Pot Creek Pueblo by SMU students also offers the visitor a unique view of the excavation process. The trail system will provide several loop trails, including a barrier-free trail designed for the handicapped or disabled visitor.

MUSEUM

A museum and exhibit area will be constructed at the Ft. Burgwin facility. It will include the interpretation of both cultural and natural exhibits. The preservation of cultural and biological diversity will be the theme for the museum. The relationships between populations (flora, fauna and human) and resources (cultural and natural) will provide an excellent thread of continuity between the cultural and natural themes.

The exhibits will include geology, prehistory of the Taos area, archaeology field and analytic methods, subsistence agriculture, wild plant utilization, and flora and fauna sustainable management. "Hands-on" interpretive methods such as interactive video, participatory, and computer

POT CREEK

Cultural Resource Site

TAOS
↑ 6 miles

SITE BOUNDARY

MAP 6

Entrance
to Pot Creek
Residential Areas

Pot Creek or Taos
Small Pueblo-Pottery Site
(to be interpreted)

Loop Path
interprets major sites & some small sites

Sign
POT CREEK
Cultural Resource Site

Parking Screened
by Pinon Juniper
Valdez Phase
Pithouse
(to be reconstructed)

Amphitheater
Picnic Area

Visitors
-Centrally located interp. area
Auditorium (150-200 cap)

Center
-Repository Storage
-Rooftop observation deck
-Environmental Education
-Amphitheater
-Secure Bicycle Parking

Late Valdez-Pot Creek Pueblo
Interpretive Site
(to be reconstructed)

Barrier Free
Restrooms -Picnic Area
Self contained native foods cart

Utilities
-Solar heat (electric w/backup) -Toilets, compost
-New well or tie into mills well -Skylights
-Telephone -Computer -Fire hydrants

Officers Quarters
exterior only
(to be interpreted)

Ft. Burgwin
Museum

Substance
Farming
Tump Plots

FT.
BURGIN
TUMPS
PROPERTY
BOUNDARY

Expanded Parking (to 35)
Pull outs

Original Irrigation Channels

POT CREEK

Sawmill

NM 518

438

SITE

BOUNDARY

SITE BOUNDARY

DEVELOPMENT CONCEPT

models will be used. The following is an example of an exhibit plan and design to be used at the museum:

EXHIBIT PLAN AND DESIGN FOR RECONSTRUCTED PUEBLO HABITATION ROOM

OBJECTIVE

To allow visitors to experience what life was like in a pueblo dwelling 600 years ago, by entering an accurate reproduction of a habitation room excavated at Pot Creek Pueblo.

WALK-IN DISPLAY

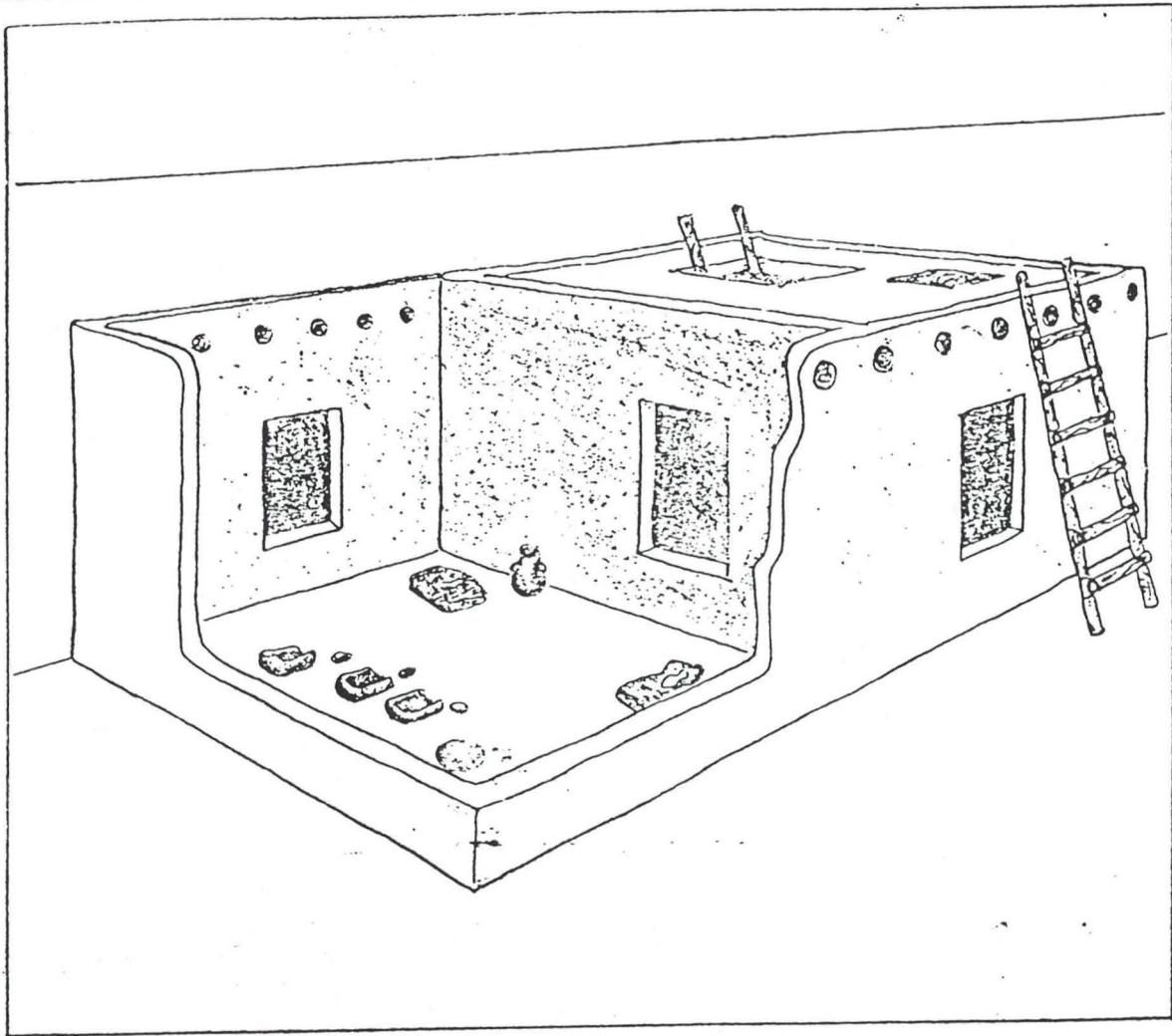
Visitors enter the reconstructed habitation room, which is cut away to allow observation of activities from the outside, through the door. Inside they achieve a sense of the utilization of space 700 years ago, e.g., that it was quite a small space to conduct the variety of domestic activity necessary for survival. The room contains all the structural features normally found, and artifacts representing daily habitation activities. The floor is adobe, with a fire pit and storage pit excavated into it. A variety of activity areas within the room allow the visitor hands-on opportunity to experience prehistoric technology in subsistence and tool-making tasks.

CONSTRUCTION

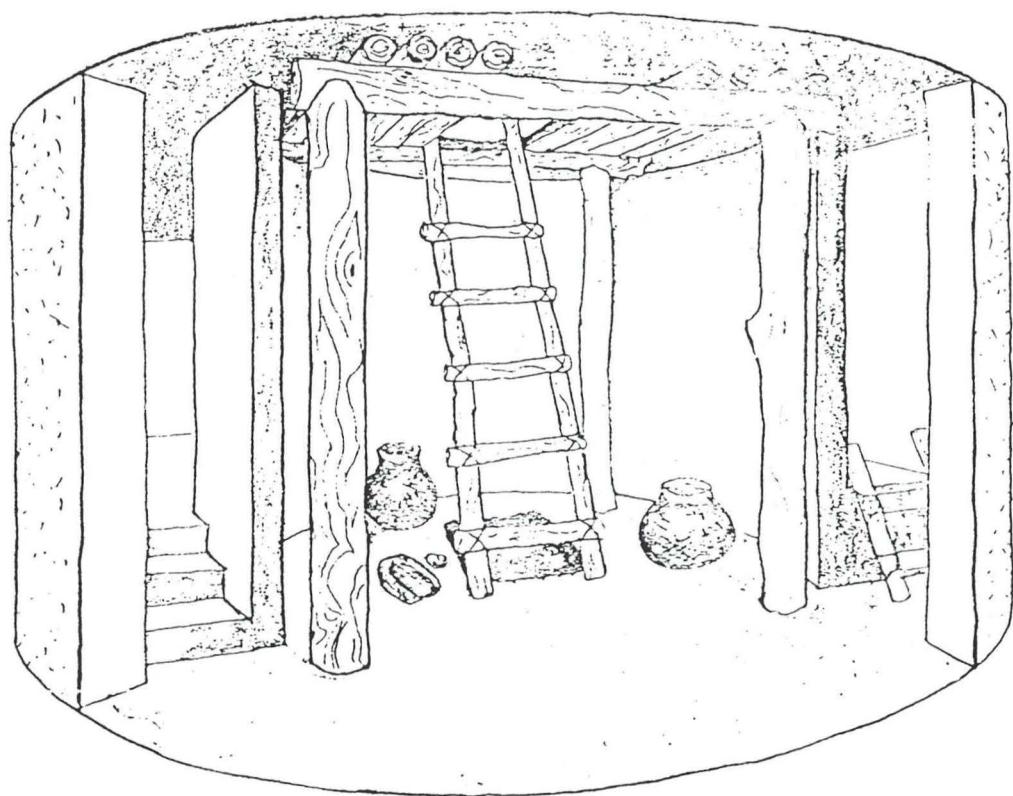
Floor and wall features are of dirt with stabilized adobe plaster. Vigas ends are of wood. Room walls are of pumice-cement mixture, ca. 4-5" thick with adobe plaster veneer, to provide strength with minimal weight. Walls are plastered to simulate puddled adobe construction typical in prehistoric Taos area.

FURNISHINGS

Reconstructed features include adobe walls, floor, firepit, storage pit, and roof vigas cut to show height of ceiling. The North wall has a doorway entrance to the storage room.



Reconstructed Pueblo Habitation Room



DEVELOPMENT CONCEPT

RECONSTRUCTED PUEBLO HABITATION ROOM

TEXT

Little text accompanies this exhibit. Features and artifacts are labeled as necessary. Some instruction is given to accompany the activity areas.

ACTIVITIES

Prehistoric activities represented include a grinding area with metate and matching mano for grinding corn and other dried foods; a "fire-making" area with a bow drill to allow attempts (under staff supervision) at making fire; a cutting/scraping area with bone and wood "artifacts" and stone flakes and blades to allow attempts at wood and bone tool production; and a stone grinding area with a partially completed stone axe (e.g., granite) and grinding implements used in stone tool production. Visitors will be able to experience the time it took to make materials necessary to produce food, clothing, and equipment 700 years ago.

MATERIALS

Metate with matching mano, basketry to catch ground corn, dried corn for grinding, ceramic vessels (bowls, water and storage jars), lithic (basalt) flakes and biface tools for cutting and scraping, scraps of bone and wood, bow-drill and fire-making equipment, stone grinding tools, partially ground stone axe. Examples of finished tools should be on display near each activity area for use as guides. These should include a grooved axe and/or maul, wooden drill shafts, and bone awls, punches, and scrapers.

LIGHTING

Spot floodlights from track lighting on ceiling.

VISITOR CENTER

The Pot Creek Visitor Center will be the keystone to the interpretive recreational, educational and visitor management program. The Visitor Center is envisioned as an interpretive and educational facility reflecting a philosophy of sustainable management. The theme for the Visitor Center will be ***"Learn from the Past, Live the Lessons, and Secure the Future".***

Constructed on the Carson National Forest, it will serve as a "Gateway" to other interpretive and cultural facilities in the region. The architectural character of the Visitor Center will reflect the nature of the northern New Mexico setting and the cultural heritage of the area. The center itself will demonstrate the beauty, function and prudent use of native materials. In a relaxed and beautiful setting, visitors will have the opportunity to learn about the history, culture and natural environment of northern New Mexico.

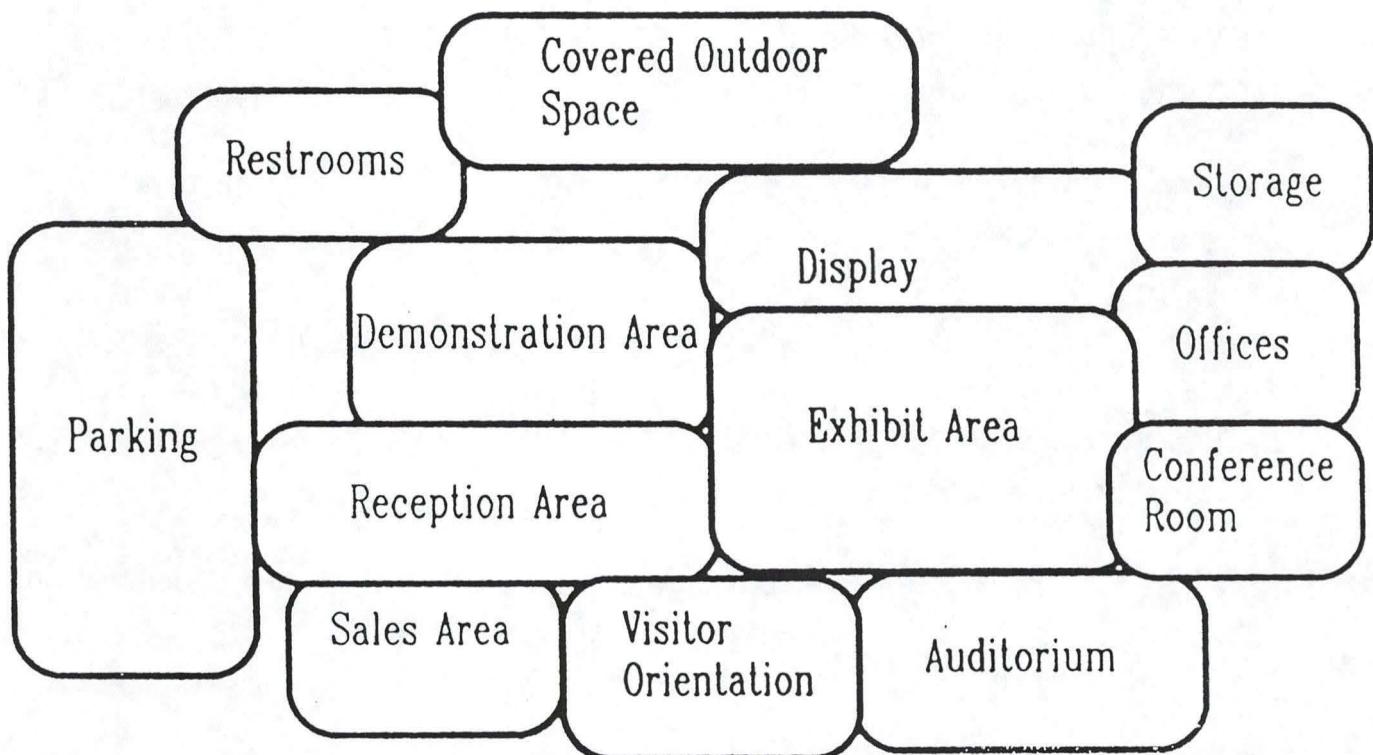
The Visitor Center will focus on four goals:

- * Gain support for the preservation and management of cultural and natural resources.
- * Increase visitors enjoyment and appreciation of the Carson National Forest.
- * Build understanding, credibility and support for Forest Service and SMU educational and research programs.
- * Serve as a focal point for local community involvement.

**VISITOR CENTER
FACILITIES**

A conceptual design of the facilities provided for and their relationships may include:

INTERPRETIVE CENTER



The final facilities and their relationships will be determined during the design process.

DEVELOPMENT PHASES

The following is a proposed timeline for each of the four phases of development for the project.

| <u>PHASE/PROGRAM ELEMENT</u> | <u>DATE STARTED</u> | <u>DATE COMPLETED</u> |
|---|---------------------|-----------------------|
| PHASE I Develop interpretive plan. | 12/15/90 | 07/01/90 |
| PHASE II Develop interpretive trail system, reconstruct pueblo and kiva. | 07/01/90 | 06/01/91 |
| PHASE III Develop exhibits at Ft. Burgwin Museum. | 01/01/91 | 06/01/91 |
| PHASE IV Design and construct Visitor Center on Forest Service property. | 01/01/92 | 12/31/92 |

All proposed phases of development are dependent on funding and partnership capabilities. Final timelines will be determined by the budget process.

SUMMARY

The purpose of the project was to provide a blueprint for developing partnerships between the Forest Service and educational institutions using the partnership being developed between the Carson National Forest and Southern Methodist University as an example. Although each potential Forest Service/educational institution partnership will be different, the basic process for analysis and implementation is much the same.

The opportunities provided by the National Recreation Strategy and the "Windows on the Past" cultural resource program opens the door for partnerships. The procedure for developing partnerships must be carefully followed and determined through the Integrated Resource Management (IRM) process. Partnerships require authorities and agreements that should be utilized to fit the needs of the specific purposes of the partnership.

Marketing should be emphasized to determine the future demand and clientele of the project. A development concept plan must be prepared which outlines the direction and management of the partnership project. All along the way ***negotiations*** between the educational institution and the Forest Service should be carried on in an open, business-like manner.

Communication between the partners is essential for success. Constant questions concerning who does what, who pays for what, etc., can create misunderstandings and potential lack of trust. Only through dedicated efforts by both parties to "give" as much as they "get", can a partnership be successful for both the educational institution and the Forest Service.

REFERENCES AND LITERATURE REVIEW

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6. USDA FOREST SERVICE, SOUTHWESTERN REGION, Integrated Resource Management, Project Implementation Process, 2nd Edition, June 1988.
7. USDA FOREST SERVICE, Primer for Forest Service Managers - Partnership Arrangements and Agreements, December 1988.
8. LEWIS, Franklin A.C., (1989), A Process to Develop a National Forest Recreation Marketing Plan, paper prepared for Clemson Recreation Short Course, 1988.
9. New Mexico Tourism and Travel News, May 1989.
10. NEW MEXICO DEVELOPMENT AND TOURISM DEPARTMENT, February, 1990.
11. UNITED STATES TRAVEL DATA CENTER (USTDC), December 1989.

SYME, John, McCLELLAN, Gina, MUZAFFER, Uysal, Conceptual Framework for Forest Recreation Marketing in the Public Sector, September, 1989, Clemson University.

CORDELL, Kenneth, Economic Significance of Recreation on National Forests, USFS Laboratory, 1989.

UNITED STATES TRAVEL AND TOURISM ADMINISTRATION (USITA), 1989.

NATURAL RESOURCES DEPARTMENT, STATE OF NEW MEXICO, New Mexico State Comprehensive Outdoor Recreation Plan, 1986.

PRESIDENTS COMMISSION ON AMERICAN OUTDOORS. Report and Recommendations to the President of the United States, 1986.

1987 NEW MEXICO STATE PARKS AND RECREATION DIVISION OPINION SURVEY

1988 NEW MEXICO STATE PARK ECONOMIC IMPACT SURVEY

1989 NEW MEXICO STATE TOURISM OFFICE SURVEY

APPENDIX 1

POT CREEK INTERPRETIVE RESOURCE CENTER

ENVIRONMENTAL ASSESSMENT

Camino Real Ranger District
Carson National Forest
Southwestern Region



PURPOSE AND NEED

The Fort Burgwin campus of Southern Methodist University in the Pot Creek area conducts archeological and geological summer field courses as well as courses in biology, anthropology, and ecology. The campus and adjoining Forest Service land are rich in archeological sites. The university proposed a partnership with the Carson National Forest to jointly develop a public education program to interpret cultural resources, both historic and prehistoric, and natural resources. The proposal involves a center for environmental education with local schools, residents and tourists. The facility could be used as a "Gateway to the Past" Visitor Contact Station. Visitors could learn about other nearby opportunities, the history, archeology, and natural resources of the area.

This environmental analysis has been done to:

- determine issues, concerns, and opportunities (ICO's),
- evaluate the feasibility of a center,
- develop alternative ways (with mitigation measures) to deal with the ICO's, and
- determine the environmental impacts.

The analysis was done by an interdisciplinary team with public participation throughout the process. This environmental assessment documents that analysis.

The Pot Creek Pueblo and surrounding Anasazi sites are located 6 miles south of Ranchos de Taos, NM, adjacent to NM Highway 518 (see Map 1). There is a wealth of prehistoric and historic sites found within the small Pot Creek Valley ranging from early pit house dwellings to the 700 year old, 600 room Pot Creek Pueblo. The proposal involves an area of approximately 300 acres and includes both Carson National Forest and Southern Methodist University (Ft. Burgwin) property (see Map 1).

FOREST PLAN

The proposed area is not specifically mentioned in the Forest Plan nor the Cultural Resources Planning Assessment, because the opportunity was only recently presented by Southern Methodist University. The Forest Plan gives direction to "...identify cultural resource interpretive audiences and objectives" [#1, p.91] (refers to page 91 in citation #1 listed in back of this report). The Cultural Resource Action Plan identifies Taos as one of these audiences [#2, p.84]. The Forest Plan states that the "...list of interpretive opportunities would be reviewed and updated as appropriate" [#1, p.91]. This analysis documents such a review.

Although the proposed Pot Creek Interpretive Center started this analysis, the Integrated Resource Management process [#7] has us look at the analysis as an opportunity to contribute to accomplishing the Carson Forest Plan. So in defining the scope of this analysis, we reviewed other past, present, and future actions that:

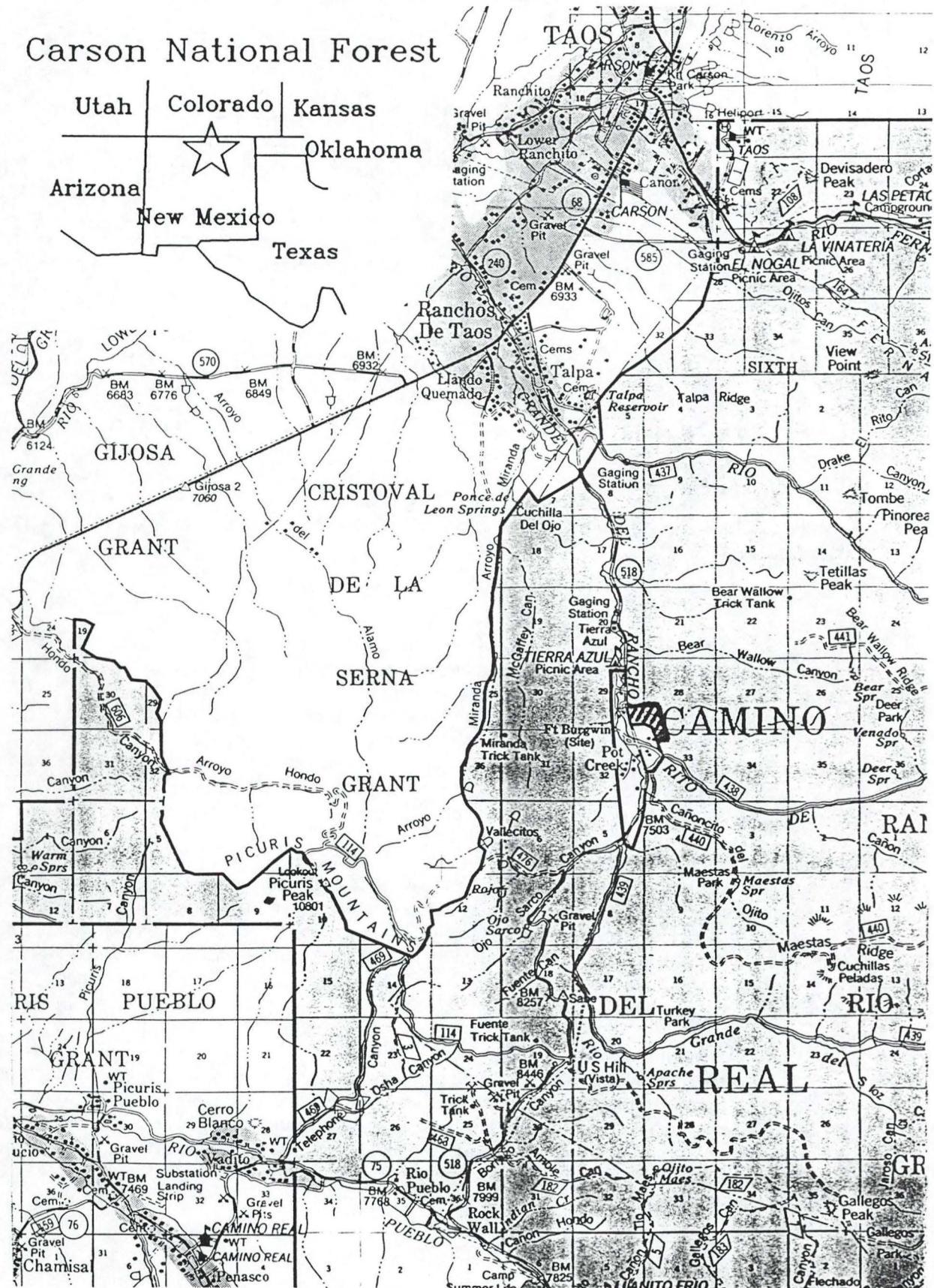
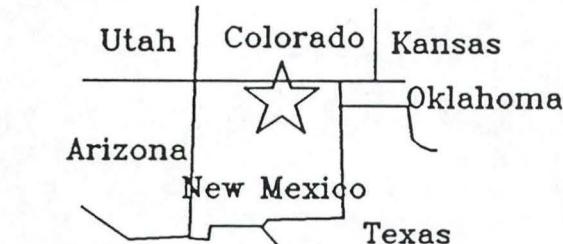
- were similar, such as having common timing and environment.
- together could have cumulative impacts.
- are connected. This action may trigger other actions. This action may be dependent upon another action, or another action dependent upon this one. Or, this action may be a part of another larger action.

Such related actions are:

- Reconstruction of State Highway 518
- Southern Methodist University Field Classes
- Fort Burgwin Museum Remodeling/Displays
- Fort Burgwin Archeological Laboratory/Curation Center
- Pot Creek Sawmill Site
- Rio Grande Grant Grazing Allotment

Location of Proposal

Carson National Forest



DECISIONS TO BE MADE & RESPONSIBLE OFFICIAL

The Forest Supervisor is the responsible official. The Forest Supervisor would decide the following:

- Should we take advantage of this opportunity and develop an interpretive site?
- If so, how would it be developed?

CONSULTATION WITH OTHERS

Public participation has included letters, phone calls, meetings, field trips with interested parties, Taos and Picuris Pueblos, Taos Chamber of Commerce, and Forest Service employees [#8]. Letters were sent to all members of the Pot Creek Homeowners Association. The proposal was discussed at their July meeting. Jim Judge and Bliss Bruen, Southern Methodist University, and Bill Stevens, with the Taos Archeological Society, provided input throughout the analysis.

ISSUES, CONCERNS, AND OPPORTUNITIES WITH MITIGATION COMMON TO ALL ALTERNATIVES

During consultation with others, we received many comments highlighting people's feelings about opportunities we should take advantage of and things that concerned them. All the comments have been dealt with. Some were very easy to address and are discussed below along with mitigation common to all alternatives.

■ Is this special wildlife habitat?

The planning area consists primarily of pinon-juniper plant type. Pot Creek, a perennial stream, meanders west of the area attracting some deer to the area. This area is not considered critical or special wildlife habitat because it is typical of the habitat found throughout the lower Pot Creek drainage. The area is already subject to disturbance due to its proximity to NM 518.

■ Would Threatened and Endangered animal and plant species be jeopardized or helped?

The planning area has been surveyed and evaluated [#3] and there are no threatened or endangered species or critical habitat known to exist in the affected area.

■ Would cultural resources be protected?

A survey to identify cultural resources has been done. This survey allowed for identification of sites and could help us understand how this country was used by our historic and prehistoric ancestors. This insight helped us to identify important cultural resource sites that need protection or interpretation and others that might be insignificant. *MITIGATION – Sites would be protected as recommended by the forest archeologist and State Historic Preservation Officer (SHPO).*

■ Are there sensitive soils that might erode?

The soils of the area are terrestrial mapping units 199 and 84. The primary management problem is associated with sheet and rill erosion [#6, p.85]. Intensive reconnaissance of the Pot Creek area reveals that existing ground cover under the pinon junipers stands is low. *MITIGATION – All development in this area would need to allow for adequate drainage and development sites would be hardened (surfaced) to prevent additional sheet and rill erosion. The area would be closed to motorized use.*

■ **Concern for sedimentation in riparian areas.**

MITIGATION – All activities within the riparian would allow for buffer strip along or adjacent to Pot Creek. No activity would be allowed in these areas.

■ **Would there be an increase in fire potential?**

There would be no increase in fire potential in the planning area. *MITIGATION – Increased monitoring of the area and visitor awareness would be stressed to minimize fire potential.*

■ **What about the affects on the visual quality?**

The visual quality objective (VQO) listed on the inventory map [#5] for the Forest Plan is "retention." The Forest Plan [#1, p.101] states the objectives may be reduced by one level to meet other resource goals. *MITIGATION – In this case, we would allow for partial retention. Any facilities and structures would blend with the natural environment in form and color. Any utilities necessary for the facility would be located underground if possible. Any facilities would be screened from NM Highway 518 with a minimum of 50 feet of vegetation and trees.*

The visual quality objective for "partial retention" means that, in general, human activity may be evident but must remain subordinate to the characteristic landscape. Modification and human activity may dominate the characteristic landscape, but must mimic patterns of natural occurrences within the area.

■ **Concern for significant adverse, cumulative impacts, and irreversible and irretrievable impacts from activities.**

The Council on Environmental Quality (CEQ) has issued regulations which require us to look specifically at these items [#4, p.45.1-1 to 45.1-34]. The implications of all of these factors would be included in this document.

■ **Would development of cultural resources in the Pot Creek area compete or duplicate existing facilities for example, Millicent Rogers Museum, Ghost Ranch Living Museum, Taos and Picuris pueblos, or other museums in the area?**

No, this would not compete with or duplicate any existing facilities. It would complement the cultural resource interpretive facilities in the region by identifying local Anasazi inhabitation and their relationship to other sites. The development of cultural resources at Pot Creek would show specific site interpretation, but would also identify regional cultural and historical related sites through a "Gateway" concept.

■ **What would be the impacts of Pot Creek Sawmill?**

The planning area includes the Pot Creek Sawmill that is presently under a Special Use Permit. The close proximity of the mill to major cultural sites may have an effect on visitor use to the area. *MITIGATION – The environmental impacts of the mill including smoke, fire hazards, dust, and noise would be minimized through enforcement of the terms, provisions, and conditions of the Special Use Permit.*

■ **Would there be any impacts on air quality?**

It is not anticipated that there would be any significant change in the air quality of the area. This will be looked at in more depth for each of the alternatives and documented in the "Environmental Impacts" section.

■ **Would grazing be affected?**

The Rio Grande Grazing Allotment is presently not grazed. If it were to become stocked, livestock grazing would not be allowed in the area.

■ Will the traffic increase to such an extent that it would be hard for residents to get on the highway? Would there be a lot of new traffic noise?

Highway traffic would increase due to visitor use. Houses are screened from the proposed parking lot entrance by a hill. This is where most additional noise would occur as vehicles slowed down or accelerated. The present highway can handle the additional traffic.

■ How easily would handicapped people be able to use the area?

MITIGATION – Access must be provided for people with disabilities.

■ Would development of this area reduce the opportunity for firewood gathering?

No. Due to the high concentration of archeological sites, firewood gathering has not been permitted in this area and would not be in the future.

The following comments are more complex and would require a more thorough look to decide what to do. Alternatives were developed to deal with these comments in different ways.

Opportunities For Resource Interpretation

The SMU proposal creates an opportunity to provide a "Gateway to the Past" where local schools, tourists, and other universities could visit and participate in cultural resource management projects (surveys, excavations, stabilization projects)

Some existing educational programs offered by SMU at Ft. Burgwin could be incorporated into the project. Under controlled conditions, students could interact with visitors and interpret on-going excavations at the Pot Creek Pueblo. The facility could be a focal point for research projects such as archeological techniques and ancient subsistence farming.

The current Carson National Forest cultural resource interpretive program is limited to a display at the Ghost Ranch Living Museum. This is two hours away and not visited by many tourists from the Taos area.

If we were to take advantage of this opportunity, several questions would have to be answered.

- Would a building be needed to house exhibits and offices?
- Would an amphitheater and/or an auditorium be needed?
- Would vandalism be a problem? If so, how would it be prevented?
- How much parking would be necessary?
- What type of sanitation facilities would be needed (flush, vault, compost)?
- What utilities - water, sewer, power, and telephone would be needed?
- What trail system would be needed?
- What could be the degree of interpretation? Could there be few sites or many sites interpreted? What could be the specific activities?
- Can the Carson National Forest afford the development, maintenance, and operation expenses of an interpretive facility?

ALTERNATIVES

These alternatives were developed in response to the more complex comments discussed in the section above. All mitigation measures discussed under "Issues, Concerns, and Opportunities with Mitigation Common To All ALternatives" serve as sideboards for alternatives. This section describes each alternative, as well as the development process.

Alternatives Considered But Not In Detail

As alternatives were developed, many possibilities were considered and excluded from detailed study. Below is a brief discussion of each.

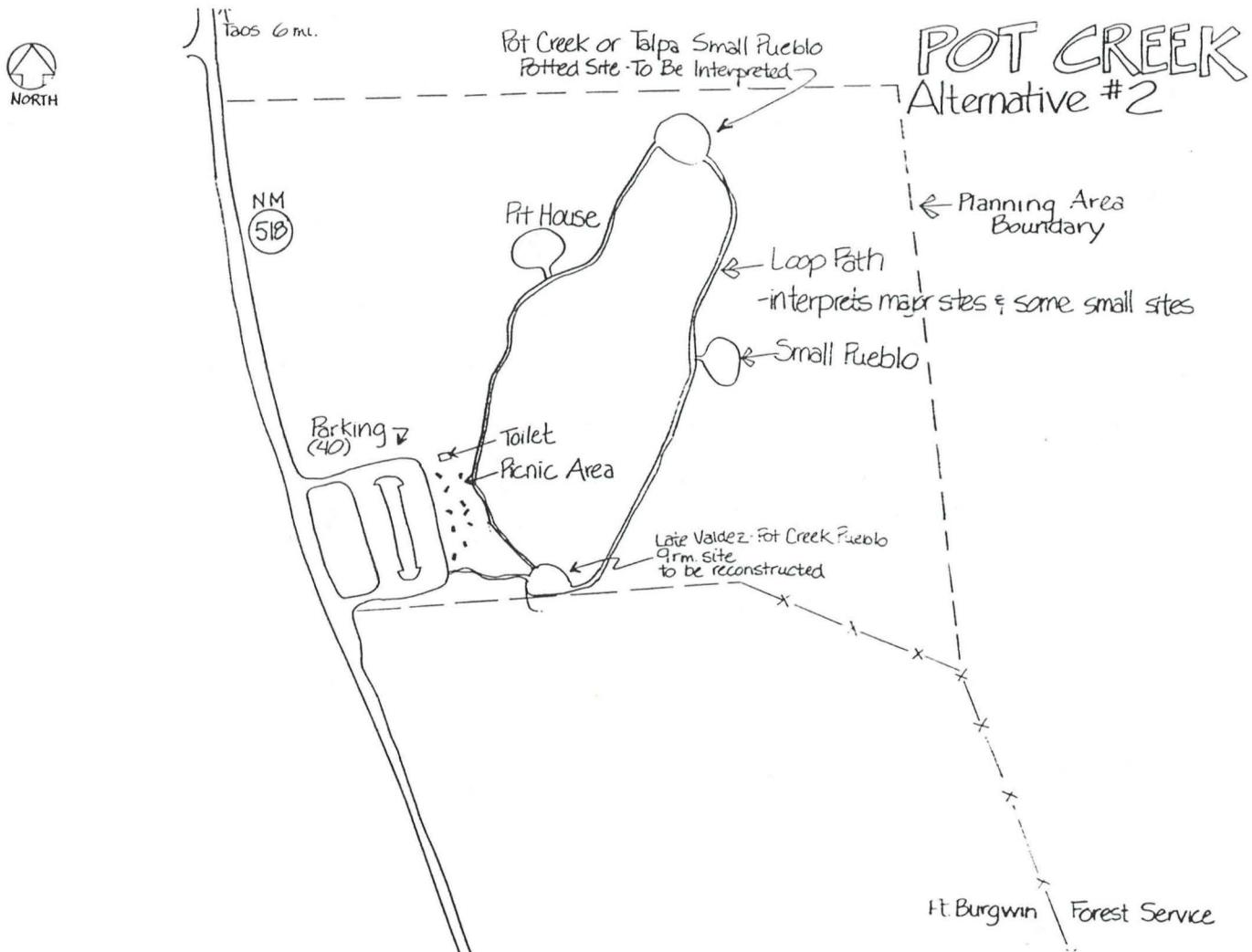
- Exchange Forest lands with cultural resources to SMU to develop and interpret as a private site. The cost of cultural site mitigation requirements prior to exchange would be infeasible.
- The Forest Service could acquire the Ft. Burgwin property from SMU to develop as a solely Forest Service owned cultural resource interpretive site. SMU has indicated no desire for such an acquisition due to their existing research and educational programs at Ft. Burgwin.
- Developing parking and sanitation facilities on private land only. It was determined that even if a partnership with SMU were developed, parking and sanitation facilities would be required on Forest lands due to the distance from Ft. Burgwin facilities.
- Reconstructing the Pot Creek Pueblo in its entirety. It was determined that complete reconstruction or stabilization of the 600-room pueblo would be extremely costly, require tremendous annual maintenance, and would destroy valuable archeological resources.
- Develop research and curation facilities for Forest cultural resources. The development of research or curation facilities on Forest lands was determined to be too costly. If a partnership with SMU were developed, the Forest could use the existing research and curation facilities at Ft. Burgwin.
- If a Visitor Center Complex is developed, it would attract visitors who would also be looking for camping facilities. No camping facilities immediately adjacent to a Visitor Center should be developed due to potential congestion and impacts on cultural resources. A potential camping area exists at the nearby Pot Creek Sawmill area. However, this area is presently under permit for sawmill use.
- Developing an overpass or tunnel connecting Ft. Burgwin and Forest Service property. The development of an overpass or tunnel was investigated by Forest engineers and determined to be both dangerous and costly.

Alternative 1 - No Action

- This alternative would leave the area in its present condition with no actions other than protection and monitoring of the cultural sites.

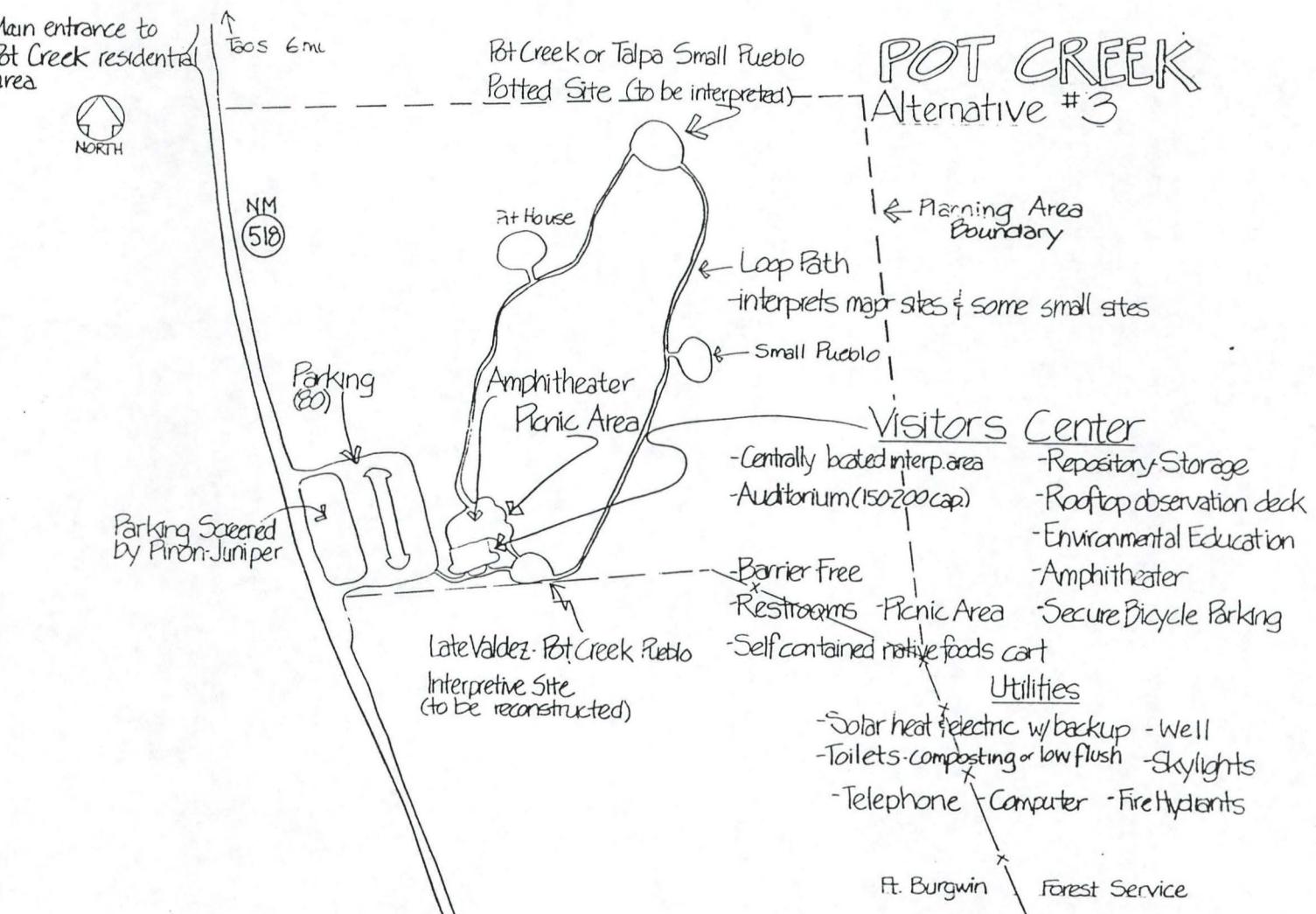
Alternative 2 - Self-Guided Loop Trail for Cultural Resource Interpretation, on Carson National Forest Land.

- This area is presently part of the 336,561 acre Management Area 8 - Pinyon/Juniper [#1, p.170]. This alternative involves development that would change the allocation of 60 acres of the area to the 2,875 acre Management Area 16 - Existing Recreation Sites[#1, p.208]. Emphasis would be on cultural site interpretation.
- This proposed development would include:
 - a paved parking area for 50 vehicles,
 - one vault toilet,
 - a half-mile interpretive loop trail,
 - interpretations of two small pueblos and a pit house,
 - a picnic area with 12 tables and fire rings (no running water).
- The site would have a capacity of 300 people at any one time.
- No grazing would be allowed.
- This would involve partnerships with Southern Methodist University and Taos Archeological Society for site interpretation. It could also involve a partnership with the New Mexico Highway Department in developing the parking lot.



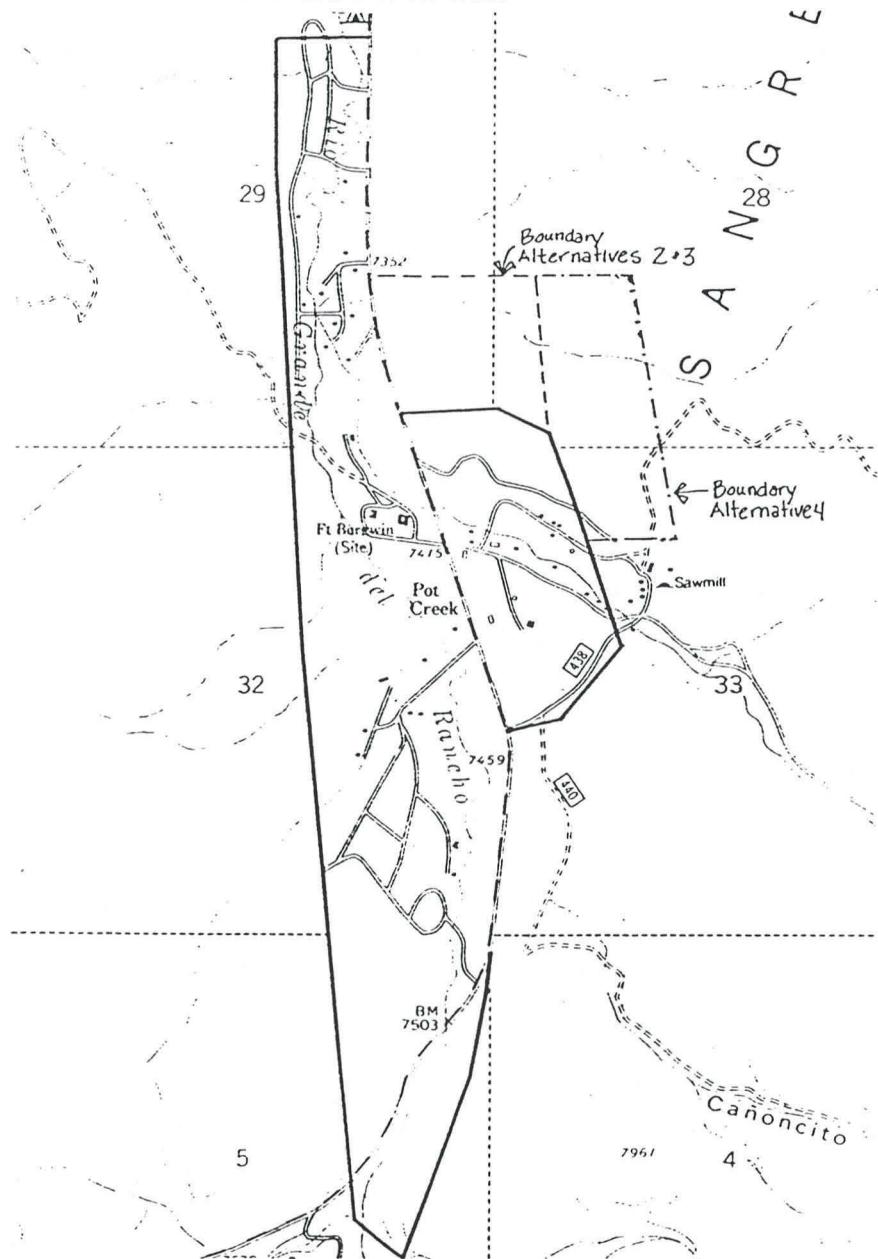
Alternative 3 - Interpretive Center on Carson National Forest Land.

- This area is presently part of the 336,561 acre Management Area 8 - Pinon/Juniper [#1, p.170]. This alternative involves development that would change the allocation of 60 acres of the area to the 2,875 acre Management Area 16 - Existing Recreation Sites [#1, p.208]. Emphasis would be on cultural site interpretation.
- This proposed development would include a visitor center. The visitor center would consist of:
 - an auditorium with a capacity of 150-200 people,
 - an amphitheater for 150-200 people,
 - an environmental display and interpretive area,
 - public restrooms (no vault toilets as in Alt. 2), and
 - offices.
- This alternative would also include:
 - a paved parking area for 80 vehicles,
 - a half-mile interpretive loop trail,
 - interpretations of two small pueblos and a pit house,
 - a picnic area with 12 tables and fire rings and running water available.
- The site would have a capacity of 500 people at any one time.
- No grazing would be allowed.
- This area would be closed to off-road vehicles.
- This would involve partnerships with Southern Methodist University and Taos Archeological Society for site interpretation. It could also involve a partnership with the New Mexico Highway Department in developing the parking lot.



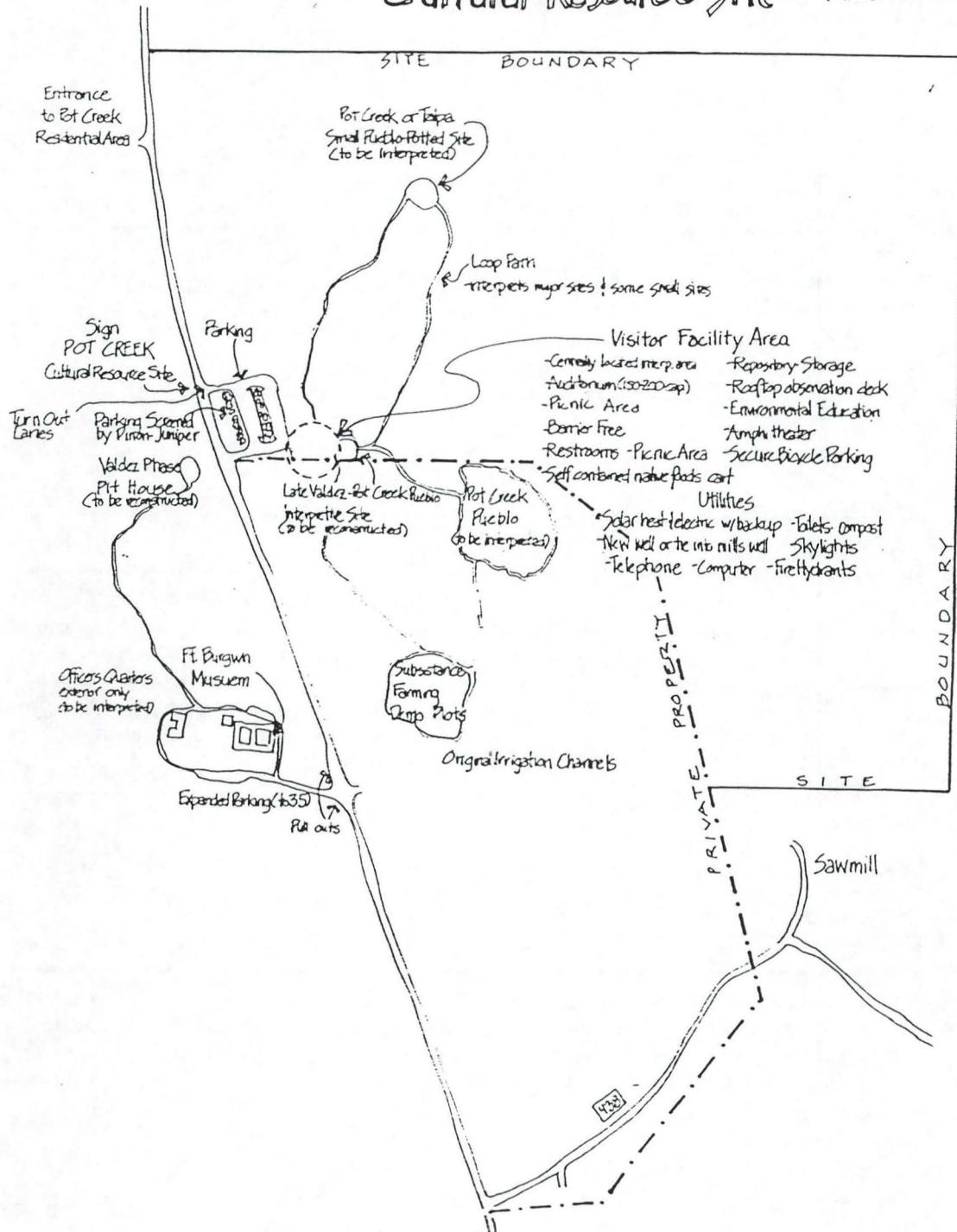
Alternative 4 - (Preferred) Interpretive Center on Southern Methodist University and Carson National Forest Land.

- This area is presently in the 336,561 acre Management Area 8 - Pinon/Juniper [#1, p.170]. This alternative involves development that would change the allocation of 60 acres to the 2,875 acre Management Area 16 - Existing Recreation Sites [#1, p.208], and 72 acres to the 7,263 acre Management Area 15 - Potential Recreation Sites [#1, p.204]. Emphasis would be on cultural and natural resource interpretation.
- This alternative is the same as Alternative 3 except for the following:
 - Portions of the visitor center would be built on Forest Service land and portions on SMU property.
 - There would be additional developments on SMU property, such as subsistence farming and excavation demonstration areas.
- The Forest Service and Southern Methodist University would contribute expertise, personnel, and funds for development and administration. This would also involve partnerships with the Taos Archeological Society for site interpretation and the New Mexico Highway Department for developing the parking lot. Since this alternative depends on involvement from several different organizations, developments would not all occur at the same time.



POT CREEK Cultural Resource Site

Map 4 Alternative 4



ENVIRONMENTAL CONSEQUENCES

This section discloses the potential positive and negative consequences of each of the alternatives on air, water, soil, vegetation, wildlife, and people. It provides the scientific and analytic basis for comparison of the alternatives. Cumulative impacts were evaluated by looking at the additive impacts of the past, present, and foreseeable future action. Irreversible and irretrievable impacts are also discussed.

AIR

| COMPONENT | ALT. 1 | ALT. 2 | ALT. 3 | ALT. 4 |
|-----------|--------|--|--|--------|
| QUALITY | None | Slight, due to increased vehicle traffic from an estimated 3,500 visitors each year. | Slightly more than ALT. 2, due to a higher level of vehicle traffic from an estimated 35,000 visitors each year. | |

WATER

| COMPONENT | ALT. 1 | ALT. 2 | ALT. 3 | ALT. 4 |
|-----------|--|--------|---|--------|
| QUALITY | Current water quality will not change with any of the alternatives. [See "Are there sensitive soils that might erode?" and "Concern for sedimentation in riparian areas." under "...MITIGATION COMMON TO ALL ALTERNATIVES."] | | | |
| QUANTITY | None | None | None. One additional well would not affect the water table in the Pot Creek drainage. | |

SOIL

| COMPONENT | ALT. 1 | ALT. 2 | ALT. 3 | ALT. 4 |
|-----------|--|--------|--------|--------|
| EROSION | Current erosion will not change with any of the alternatives. [See "Are there sensitive soils that might erode?" and "Concern for sedimentation in riparian areas." under "...MITIGATION COMMON TO ALL ALTERNATIVES."] | | | |

VEGETATION

| COMPONENT | ALT. 1 | ALT. 2 | ALT. 3 | ALT. 4 |
|----------------------|--------|--------|--------|--------|
| CLEARINGS (acres) | | | | |
| ..Trails | | | | |
|federal | 0 | 0.5 | 0.5 | 0.5 |
|private | 0 | 0 | 0 | 0.5 |
| ..Parking | 0 | 0.75 | 1.5 | 1.5 |
| ..Picnic Area | 0 | 0.1 | 0.1 | 0.1 |
| ..Visitor Center | | | | |
|federal | 0 | 0 | 3 | 1.5 |
|private | 0 | 0 | 0 | 1.5 |

WILDLIFE

| COMPONENT | ALT. 1 | ALT. 2 | ALT. 3 | ALT. 4 |
|-----------|--|--------|--------|--------|
| WILDLIFE | Threatened and Endangered species and other wildlife habitat would not be affected by these alternatives. [See "Is this special wildlife habitat?" and "Would Threatened and Endangered animal and plant species be jeopardized or helped?" under "...MITIGATION COMMON TO ALL ALTERNATIVES."] | | | |

PEOPLE

| COMPONENT | ALT. 1 | ALT. 2 | ALT. 3 | ALT. 4 |
|---------------|--|---|--|--------|
| Visitors/Year | 0 | 5,000 | 50,000 | 50,000 |
| Looting | Looting may continue to occur due to lack of on-site presence. | Looting may decrease due to increased general public presence on site. Excavated sites offer little to pot hunters. | Looting of sites would be deterred by permanent Forest Service presence on site. | |

PEOPLE (continued)

| COMPONENT | ALT. 1 | ALT. 2 | ALT. 3 | ALT. 4 |
|---|---------------------------------------|---|--|---------------------------------------|
| Initial Costs: ¹ ..federal ..private | 0 0 | \$50,000-100,000 0 | \$350,000-1,500,000 \$0-150,000 | \$500,000-750,000 \$75,000-750,000 |
| Annual Costs: ¹ ..federal ..private | 0 0 | \$10,000-20,000 0 | \$50,000-100,000 1% - 10% | \$50,000-100,000 10% - 50% |
| Cost Sharing | No cost sharing. | | The Taos Archeological Society and SMU have indicated a desire to develop an Interpretive Association for this "Gateway to the Past." | |
| Cultural Resources Interpretation | No change. | This is limited to a self guided tour. | There could be interaction between visitors and working archeologists. There would be opportunities for formal on-site presentations to visitors and local schools. | |
| Tourism | There would be no significant change. | | Being only 6 miles south of Taos, it could be easily used by the tourist. This combined with other attractions would draw people to the Taos area and would encourage tourists to stay longer. | |
| Visual Quality | No effect | Minimal; the site would be managed under the partial retention visual quality level and would retain the natural characteristics of the area. [See "What about the affects on the visual quality?" under "...MITIGATION COMMON TO ALL ALTERNATIVES."] | | |

¹These are only general cost estimates designed to give a feel of the relative difference among alternatives.

CITATIONS

| CITATION | WHERE IT CAN BE FOUND |
|--|--|
| <i>These are key references that document and support the analysis recorded in this environmental assessment.</i> | |
| [#1] Carson Forest Plan | At all Ranger Districts (RD) and Forest Supervisor's (SO) offices. Kept with the Forest Service Manuals and Handbooks. |
| [#2] Cultural Resource Action Plan | At Camino Real RD, SO and Regional Office in Albuquerque. Check with the archeologist. |
| [#3] Threatened and Endangered Species Evaluation | Camino Real RD -- project file folder |
| [#4] National Environmental Policy Act (NEPA) -- Council on Environmental Quality (CEQ) Regulations | In SO and RD. Forest Service Handbook 1909.15, pages 45.1--1 through 45.1--34. |
| [#5] Visual Quality Objectives (VQO) maps | In SO |
| [#6] Forest Service, Southwestern Region. Terrestrial Ecosystem Survey of the Carson National Forest. August 1987. | In SO and RD. |
| [#7] Forest Service, Southwestern Region. Integrated Resource Management. June 1988. | In SO and RD. |
| [#8] Lists of publics contacted, meeting dates, results of meetings, and public contacts. | Camino Real RD -- project file folder |

APPENDIX 2

PROJECT SUBMITTAL FORMAT FOR CCS NATIONAL COMPETITION

Region:03 Forest: CARSON Regional Contact: BILL LARSEN

Project Title: POT CREEK PUEBLO PROJECT

Amount/Type(s) of FS Funding: NFRN-AC \$54,600 NFTR CNTR \$32,000
CNRF

Amount of Partner Contribution: \$145,702 % of Total Project: 63%
Type of Contribution: Cash Materials \$121,000
Labor (skilled) \$24,702

Partner(s) Involved: New Mexico Department of Transportation, Southern Methodist University, Taos Archeological Society, Carson National Forest Working Group, Taos Environmental Association.

Special Populations Served: People with disabilities, children, elderly, minorities (people of spanish origin.)

Customer Satisfaction: Along major travel route only 6 miles from Taos. Anticipate over 100,000 visitors per year when developed. Will serve a wide variety of users. Will generate considerable media interest. Has long term benefits.

Interp

Project Description: The Pot Creek Pueblo Project offers a unique opportunity to develop the site through a partnership cost-share agreement. One partner, Southern Methodist University (SMU) owns the Ft. Burgwin Research Facility which is within and adjacent to the project boundary.

The Pot Creek Pueblo and surrounding Anazazi sites are located 6 miles south of Taos, New Mexico adjacent to N.M. Highway 518 (see Map 1). There is a wealth of prehistoric and historic sites found within the small Pot Creek Valley ranging from early pit house dwellings to the 700 year old, 600 room Pot Creek Pueblo. The planning area consists of approximately 300 acres and includes both Carson National Forest and Southern Methodist University (Ft. Burgwin) property (see Map 2).

Excavation and reconstruction of specific sites will focus on archeological techniques and interpretation. The development of a facility offering a visitor center, museum, reconstructed pueblo sites, subsistence farming and interpretive trails, would be an economic benefit to the community of Taos. No such facility exists in the Southwest, and its development would be a credit to SMU, the Carson National Forest, and the Taos community.

The facility would be used as an environmental education opportunity for local schools, residents and tourists alike. The Forest Service could also utilize it as a "Gateway to the Past" Visitor Contact Station for visitors to find out about other nearby opportunities to discover the history and archeology of the area. The design would include access, parking areas, trail design and construction, visitor center location, safety and sanitation, utility and water needs, and visual resource managements of the site. The site would be accessible to the handicapped for "barrier-free" opportunities.

This phase of partner funding is as follows:

1. N.M. State Highway Department - \$89,000 for construction of a paved parking lot and pull-outs from N.M. Highway 518.
2. Taos Archeological Society - This organization has committed 30 of its members to assist in the excavation and reconstruction of a nine room pueblo (TA-26) and kiva for interpretation. This volunteer labor is estimated at \$24,000.
3. Southern Methodist University (Ft. Burgwin) - SMU has committed a large portion of the time of Dr. Jim Judge, Director of Ft. Burgwin, to this project. Ft. Burgwin will house Pot Creek exhibits until a Visitor Center is constructed. Dr. Judge and his staff will also assist in the excavation and reconstruction of the nine room pueblo and kiva. SMU's contributions will be as follows:

| | |
|---|-------------------|
| a. Exhibit Production | \$ 6,413 |
| b. Exhibit Fabrication | 14,250 |
| c. Kiva excavation and reconstruction | 8,953 |
| d. Nine room pueblo excavation and reconstruction | 3,086 |
| | Subtotal \$32,702 |

Partners contribution total = \$145,702

The Forest Service contribution will be as follows:

| | |
|--|-------------------------|
| 1. Archeologist (65-7) for supervision of field project | \$30,000 (NFRN-AC) |
| 2. Site excavation and material cost | 9,000 (NFRN-AC) |
| 3. Site interpretation | 3,000 (NFRN-AC) |
| 4. Interpretive trail construction to barrier-free standards | 32,000 (CNTR) |
| 5. Interpretive signing | <u>12,600 (NFRN-AC)</u> |
| | Total \$86,600 |

Future phases will include a visitor center and sanitation facilities. SMU and the other partners are committed to the total development of this project and their support will continue.

APPENDIX 3

PARTICIPATING AGREEMENT

Between

FORT BURGWIN RESEARCH CENTER OF SOUTHERN METHODIST UNIVERSITY

and

CARSON NATIONAL FOREST SOUTHWEST REGION
UNITED STATES DEPARTMENT OF AGRICULTURE

THIS PARTICIPATING AGREEMENT, is made and entered into by and between Southern Methodist University through its Taos campus, the Fort Burgwin Research Center, (hereinafter referred to as "Fort Burgwin"), and the US Department of Agriculture, Carson National Forest, (hereinafter referred to as the "Forest Service"), under the provisions of the Cooperative Funds and Deposits Act of December 12, 1975, (16 USC 565 al-a3) P.L. 94-148, Ref: FSM 1589.1.

WHEREAS, both Fort Burgwin and Forest Service own lands within the Pot Creek area, and both have responsibility in managing important cultural and natural resources on these lands, and

WHEREAS, Forest Service and Fort Burgwin recognize that it is mutually advantageous to enter into an agreement to cooperate jointly in the protection and interpretation of resources in the Pot Creek area, as presented in the attached project synthesis (Exhibit A), and

WHEREAS, it is the responsibility of Forest Service to interpret, protect and manage important cultural and natural resources such as exist in the Pot Creek area for the benefit and enjoyment of the people, and

WHEREAS, Forest Service desires to provide interpretive services and facilities of value to the management of the cultural and natural resources of the Carson National Forest, and

WHEREAS, Fort Burgwin conducts archaeological research, archaeological and geological field schools, and maintains a biological field station in the Pot Creek area; and

WHEREAS, Fort Burgwin has developed public interpretive materials and facilities, and desires to expand its efforts to further contribute to the benefit and enjoyment of the people, and

IN WITNESS THEREOF, the parties hereto have executed this agreement as of the last date written below.

SOUTHERN METHODIST UNIVERSITY

Ruth Morgan
Dr. Ruth Morgan
Provost and Vice President for
Academic Affairs

3 Dec 89
Date

FORT BURGWIN RESEARCH CENTER

Walter J. Wylde

12/12/89
Date

UNITED STATES FOREST SERVICE

Kent Dunstan
KENT DUNSTAN, District Forest Ranger

12/18/89
Date

CARSON NATIONAL FOREST

John C. Bedell
JOHN C. BEDELL, Forest Supervisor

12/18/89
Date

FOREST SERVICE - SOUTHERN METHODIST UNIVERSITY

Interpretive Partnership

PROJECT SYNTHESIS

The Carson National Forest, US Forest Service, and the Fort Burgwin Research Center, Southern Methodist University, are establishing a partnership for the joint interpretation of cultural and natural resources on their adjoining lands near Taos, New Mexico. The 300 acre project area includes a wide variety of historic, archaeological, and natural resources. Exhibits would range from reconstructed sites, dating from the 11th century, to nature trails and sustainable agriculture plots interpreting subsistence methods of the past and the nature diversity of the pinyon-juniper system of the present. The development of an environmental education center, to include a museum and visitor center, would focus on the preservation of cultural and natural diversity. As conceived, the center would be unique to the area, and would not compete with existing interpretive facilities.

This participating Agreement provides for Cooperation in the funding and development of a detailed design for the proposed project. Included in the project design will be an assessment of needs and benefits, a statement of goals, a design of the structure of the proposed center, how it could be developed and how it would operate, an estimate of costs, a time schedule for project development, and a draft partnership agreement. A more detailed outline of the design is provided herein as Exhibit B.

WHEREAS, Fort Burgwin has the capability and the objective of contributing planning expertise to assist in the development of proposed interpretive activities to be undertaken jointly with Forest Service,

THEREFORE, in consideration of the above premises, the parties hereto agree as follows:

A. SOUTHERN METHODIST UNIVERSITY, THROUGH THE FORT BURGWIN RESEARCH CENTER, SHALL:

1. Provide professional planning expertise and partial funding to develop an overall design for a joint project to interpret the natural and cultural resources of the Pot Creek area (see Exhibit B for an outline of this project design, and Exhibit C for the Fort Burgwin funding share - \$4,300).
2. Coordinate this project design closely with the Carson National Forest through its Camino Real Ranger District.
3. Give the USDA Forest Service or the Comptroller General, through any authorized representative, access to and the right to examine all records, books, papers or documents related to any funding received from the Forest Service for this project.
4. Comply with all requirements imposed by Forest Service concerning reimbursement and other administrative requisites.

B. THE FOREST SERVICE SHALL:

1. Contribute funding, guidance, and technical expertise to assist Fort Burgwin in the development of the overall project design (Exhibit B).
2. Coordinate closely with Fort Burgwin during the development of the project design.
3. Advance to Fort Burgwin 75% of the Forest Service share of the funding agreed upon, as provided in the attached project budget (Exhibit C - \$9,600), when this agreement is signed by both parties.
4. Provide the remaining 25% of the Forest Service share of the funding agreed upon at the completion and acceptance of the project design (Exhibit C - \$3,200).

C. IT IS MUTUALLY AGREED AND UNDERSTOOD BY AND BETWEEN THE SAID PARTIES THAT:

1. All obligations of Fort Burgwin, fiscal or otherwise, are subject to prior approval by the appropriate administrative authorities of Southern Methodist University.
2. The Forest Service is not obligated to expend or involve the United States in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for such work.
3. No member of or delegate to Congress or resident commissioner shall be admitted to any share or part of this agreement or any benefit that may arise therefrom; that this provision shall not be construed to extend to this agreement if made with a corporation for its general benefit.
4. This agreement presently does not contemplate the acquisition of any real or personal property as a result of the joint exercise of powers; therefore, the provisions of Government Code Section 6511 do not apply.
5. Except as agreed herein, nothing in this Participating Agreement shall obligate any of the parties in the expenditure of funds.
6. This agreement in no way restricts either the Forest Service or Fort Burgwin from participation with other public or private agencies, organizations, and individuals, or from accepting contributions and gifts for the project.
7. This agreement may be revised as necessary by mutual consent of both parties, by the issuance of a written amendment, signed and dated by both parties.
8. Either party may terminate the agreement by providing 90 days written notice. Unless terminated by written notice, this agreement will remain in force until project is completed.

POT CREEK INTERPRETIVE CENTER
Overall Project Design

Outline

Purpose of the Center

- Assessment of Needs
- Assessment of Benefits
- Visitation Estimates
- Definition of Goals
 - Long-term
 - Short-term
- Detailed Mission Statement

Structure of the Center

- Partnership Agreements (Draft MOU)
 - Rights of each partner
 - Responsibilities of each partner
- Advisory Board
- Organizational structure
 - Administration
 - Personnel
 - Operation & Maintenance
- Outside relationships
- Community Involvement

Development of the Center

- Funding design
- Public Outreach
- Development of facilities
- Interpretive Plans
 - Cultural
 - Natural
- Exhibit alternatives
- Exhibit design/construction

Operation of the Center

- Exhibits
- Research
- Public Programs
- Education
- Museum Shop
- Concessions

Cost Estimates

- Planning
- Development
- Administration
- Operation
- Maintenance

Project Timeline

CHALLENGE COST-SHARE PROJECT

FY-1990

A participating agreement between the Forest Service and the Fort Burgwin Research Center for the cooperative development of the basic project design for the proposed Pot Creek Interpretive Center in Taos County, New Mexico.

- a. Project Title: POT CREEK INTERPRETIVE CENTER - PROJECT DESIGN
- b. Partner: SOUTHERN METHODIST UNIVERSITY
FORT BURGWIN RESEARCH CENTER
P. O. BOX 300
RANCHOS DE TAOS, NEW MEXICO 87557

Partner key person: Dr. W. James Judge
- c. Forest Service key person: RICHARD SPEEGLE
CAMINO REAL DISTRICT
CARSON NATIONAL FOREST
BOX 68
PENASCO, NEW MEXICO 87553
- d. Operating dates of project: 16-week period between 1 November 1989 and 30 June, 1990.
- e. Project location: Pot Creek area, Taos County, NM

BUDGET:

| | F.S. Share FY-90 | F.B. Share FY 89-90 |
|---|---------------------|------------------------|
| a. Project administrator (salary).... | 2,800 | |
| b. Project staffing (salaries)..... | 12,800 | |
| c. Travel and per diem..... | 750 | |
| d. Office supplies, communications... | 500 | |
| e. Publicity, educational materials.. | 250 | |
| f. Direct Cost Subtotals..... | 12,800 | 4,300 |
| g. Total project cost:..... | | \$17,100 |
| h. Total Forest Service share requested..... | | \$12,800 |
| i. 75% advance due Fort Burgwin on signing agreement.... | \$ 9,600 | |
| k. 25% due Fort Burgwin on completion of project design.. | \$ 3,200 | |